

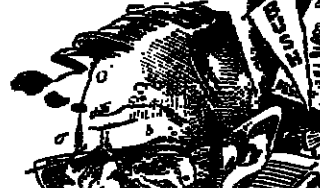
When the axe falls
Out one door and
back in another
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Robert Rubin
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Wall Street
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US foreign policy
Why the election
result matters
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NEWSPAPER
of THE YEAR

FINANCIAL TIMES

Monday August 10 1992

EUROPE'S BUSINESS NEWSPAPER

D8523A

Curbing political violence tops S African agenda

South Africa's week of protest came to a subdued conclusion at the weekend, overtaken by the prospect of a United Nations observer mission to the country and a call for a thorough investigation of the security forces. The disclosure that Mr Nelson Mandela (left), leader of the African National Congress, spoke to President F.W. de Klerk by telephone on Friday, the first direct communication between the two for weeks, increased speculation that an early resumption of the stalled constitutional negotiations was likely. Page 14

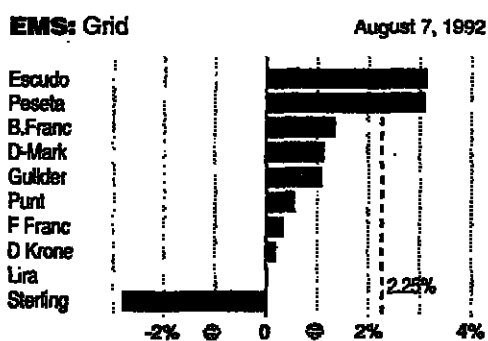
Trade talks hit: American negotiators racing to complete the North American Free Trade Agreement pact before next week's Republican convention, were reported to have run up against objections from Mexican officials about sharing government procurement contracts in the state-owned oil sector with Canadian and American companies. Page 3

UK recycling undermined: UK capacity to recycle waste paper is being sharply eroded by German environmental initiatives, in some cases undercutting UK prices by as much as 15 per cent and rendering many UK operations unprofitable. Page 14

Kabul under fire: The Afghan government failed to negotiate a ceasefire between rival guerrilla factions in Kabul as thousands of residents fled, and shelling killed at least 11 more people.

New figure in Bombay scandal: The arrest of former leading public-sector industrialist V. Krishnamurthy, charged with offences under the Prevention of Corruption Act, deepened India's Rs35bn (\$1,300m) financial scandal. Page 4

European Monetary System: Sterling started the week even more firmly entrenched at the bottom of the European monetary system's grid. Its differential against the Italian lira, the next weakest currency, has widened to 3.2 percentage points after the pound closed against the D-Mark at DM2.8250 on Friday night. Sterling's differential against the strongest currency, the Portuguese escudo, has also widened and is still outside the permitted differential of 6.18 percentage points. Dealers expect the Bank of Portugal to intervene again in the market this week, buying sterling, to keep both the pound and the escudo within their permitted limits. Currencies, Page 25



The chart shows the member currencies of the exchange rate mechanism measured against the weakest currency in the EMS's narrow 2.25 per cent fluctuation band. In practice, currencies in the EMS cannot rise more than 2.25 per cent from the weakest currency in that part of the system. Sterling, the Spanish peseta and the Portuguese escudo operate with six per cent fluctuation bands.

Shia scholar buried: The world's leading Shia Muslim scholar, Abolqasem al-Khoei, was buried in the Iraqi holy city of Najaf at a ceremony attended by a large crowd.

UK share flotation rules to change: The London Stock Exchange is to relax rules on flotations after a series of poorly-received public offers, where the issues were seen as failures, although the companies and their shareholders raised the capital required. Page 15

London's forex role under threat: London's position as the foreign exchange capital of the world is at risk, says a US think tank report. Page 15

Olympia & York creditors act: A banking group led by JP Morgan and Bank of Montreal has threatened legal action to seize the cash flow from six O&Y office buildings in New York and Los Angeles amid signs of growing creditor impatience. Page 15

Poison ship stopped: A German freighter carrying poison gas components to Syria was stopped in Cyprus last week and ordered to return its cargo to India after a tip-off from Germany's foreign intelligence service, Bonn said.

Iraqi inspections resumes: A United Nations inspection team, barred by Baghdad from entering government ministries, completed its first day of searches without incident. Page 3

Ninety feared dead in landslide: More than 90 were feared dead in north-east India when a hillside collapsed under heavy rain, crushing a settlement of migrant workers.

Italians break Atlantic record: A 220-ft Italian speedboat, the Desirio, broke the record for crossing the Atlantic with a time of 58 hours 34 minutes, beating the previous mark of 78 hours 54 minutes, set in 1990 by the catamaran Hoverspeed Great Britain.

Austria	Sch30	Hungary	F102	Malta	Lm2.50	S Arabia	Sr9.00
Bahrain	Dm1.00	Iceland	IKr180	Morocco	MDN11	Singapore	S\$4.10
Belgium	Bfr40	India	Rs20	Neth	F 3.50	Spain	Pu200
Cyprus	Ct1.00	Indonesia	Rp800	Nigeria	Nair20	Sweden	Skr14
Czech	Kcs35	Israel	Shs5.50	Norway	Nkr15.00	Switz	Sfr3.00
Denmark	Dkr14	Italy	L250	Oman	OR1.20	Thailand	Bht50
Egypt	Eg1.00	Jordan	Jd1.20	Paraguay	Pg2.50	Turkey	Lira1.00
Finland	Fm10	Korea	Won250	Philippines	Php45	UAE	Dhs.00
France	Ffr6.50	Kuwait	Kid 500	Poland	Zl 10.00	Yugoslavia	Dyn100
Germany	Dm3.00	Lebanon	Lb1.50	Portugal	Esc200		
Greece	Dr250	Lux	Lfr40	Qatar	QR10.00		

FINANCIAL TIMES © FT No 31,832 Week No 33

Differences remain on degree of military involvement in former Yugoslav republic

UN may back force in Bosnia

Britain wary over sending in ground troops

By David Owen

By Roger Matthews and Nancy Dunne in Washington and Judy Dempsey in London

WESTERN governments were struggling yesterday to agree on the scope of military involvement in Bosnia-Herzegovina as the United Nations Security Council prepared to sanction some form of armed intervention. Despite mounting pressure from public opinion and opposition political parties for the UN and Nato to stop the fighting in the former Yugoslav republic, the UK and US remain determined not to become bogged down in what President George Bush called a "quagmire".

Mr Lawrence Eagleburger, the US deputy secretary of state, said the situation in Bosnia was "a civil war based on 500 to 1,000 years of history...These ethnic groups are intermixed in ways you cannot separate them out." But he said he was confident the Security Council would reach agreement early this week on a resolution to use "all necessary means" to ensure safe passage for humanitarian relief.

He added, however, that the US was not prepared to go beyond the provision of aid. To do so could require use of force, Mr Brent Scowcroft, the president's national security adviser, claimed the US was "leading the

Detention camps distract world attention.....Page 2
Red Cross welcome.....Page 2
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way" and differences with the UK and France over the role and command structure of forces protecting aid convoys would be resolved. Mr Douglas Hurd, the foreign secretary, said he hoped there would be an agreement on a UN resolution "which will put the emphasis on the escorting, the protection of humanitarian help so that it can be stepped up."

However, he said the "Americans, the Germans, and we ourselves are very reluctant to commit ground troops."

In Germany, Chancellor Helmut Kohl said he would endorse the use of force under a UN mandate to protect relief convoys in Bosnia. He also demanded more concerted European Community action to stop the ethnic fighting. The European parliament will today hear from Mr Paul Grossrieder, deputy director of the International Committee of the Red Cross, about the fate of refugees, and the existence of detention camps in Bosnia.

The soul-searching by western governments over how to

respond to public pressure was reflected in President Bush's press conference on Saturday.

He insisted that not one US soldier would be committed to what was Yugoslavia without the administration being confident that it knew precisely how he would get out again.

Time and again the president's aides have warned of the US getting into a quagmire of Vietnam proportions. "We're not going to get bogged down in some guerrilla warfare," the president said at his holiday home in Kennebunkport.

Mr Bush rejected accusations,

Continued on Page 14

Games prove a runaway success for Spain

By Peter Bruce and Peter Berlin in Barcelona

RIGHT DOWN to yesterday's agonisingly close water polo final between Spain and Italy, nothing in recent Spanish history has done more to bring the nation's people together than the Barcelona Olympic Games.

Brilliantly organised, executed and hosted by Barcelona, it seemed that the Games - which ended with last night's victory in the men's marathon by South Korea's Young C Hwang - would finally bury the bitter nationalist rivalries created by the end of the Franco dictatorship in 1975.

National and regional leaders, uniting to celebrate an unexpected success for Spanish athletes, have ignored old differences to hail an Olympics which has seen Spain win 13 gold medals.

Even Mr Jordi Pujol, leader of the nationalist Catalan government, has embraced the Iberian cause. He has spent most of the Games biting his nails and whooping for Spanish victories in the company of King Juan



Golden moment: The Brazilian men's volleyball coach is hoisted in the air after Brazil beat the Netherlands in the final

Carlos and Queen Sofia. These are images that might bury forever Madrid's fear that he represents anything more than a proud regional tradition content to embrace the Spanish crown.

The spirit of unity reached its climax when thousands of red and yellow Catalan flags rose to

salute Fernán Cacho of Soria in the Castilian heartland when he burst through the leaders to win the men's 1,500m gold medal on Saturday night.

His victory marked the culmination of a series of home victories that ensured Barcelona became not a platform for

extremists, but the place where all of Spain enjoyed some of its finest hours in a century.

Spanish success, which included golds in athletics, swimming, hockey, football and cycling, has been greeted with delirium by the home fans.

Spain, however, is not the only

emerging nation to break the tape ahead of sporting giants.

South Korea, which won 33 medals in Seoul, has won 30 in Barcelona.

Amateur sportsmen from amateur nations, however, have also

Continued on Page 14

US and Israel close to accord on Mideast peace talks

By Roger Matthews in Washington

A DISTINCT improvement in relations between the US and Israel will be marked today when President George Bush and prime minister Yitzhak Rabin hold the first of two meetings.

Although preparations for the talks, at Mr Bush's holiday home in Kennebunkport, Maine, have been overshadowed by the mounting controversy over the crisis in Bosnia-Herzegovina, the two leaders are expected to reach broad agreement on the provision of US loan guarantees and on the next stage of Middle East peace talks scheduled to resume in Washington in two weeks.

Prospects for progress at the next round of talks received a boost yesterday when Israel proposed legalising contacts with the Palestine Liberation Organisation, firmly viewed as a terrorist organisation by the government of former prime minister Mr Yitzhak Shamir.

Mr Bush and Mr James Baker, the secretary of state, made no secret of their wish for Mr Rabin to lead the Labour Party to victory in June's elections. Under Mr Shamir, relations between Israel and the US had fallen to their lowest level since the Israeli invasion of Lebanon and siege of Beirut in 1983.

Mr Shamir's refusal to contemplate relinquishing control over



Bush: hoping for agreement

the Arab territories occupied by Israel in 1967 came to be seen in Washington as the main obstacle on the path towards a Middle East peace agreement.

The US response to Mr Shamir's commitment to retain the territories was to refuse the \$10bn in loan guarantees Israel needed to house Soviet immigrants, unless Israel first stopped building new settlements in the West Bank and Gaza. The refusal represented the most serious setback suffered by Israel in Washington for many years and Mr

Rabin has moved quickly to ban most new settlement building in the occupied territories.

The loan guarantees are unlikely to be provided without some further debate. Suggestions have been made that the US would like some offset arrangement included in the deal allowing American companies to participate in the building programme and lessen domestic criticism over levels of US aid to the developing world.

Mr Rabin is also expected to outline to Mr Bush the proposals that Israeli negotiators will put on the table when peace talks resume in Washington. He is looking for agreement by early next year on an interim Palestinian self-governing authority which would administer the territories prior to a conference to decide their status.

With Mr Rabin keen to demonstrate early achievements in the face of hostility from the right-wing and settlers' organisations at home and Mr Bush trailing far behind Governor Bill Clinton in the presidential election race, both men have powerful reasons for wanting talks to succeed.

A successful resumption of Middle East peace negotiations might also allow Mr Bush to deflect some of the political damage done to his Gulf War triumph by the fresh challenges to UN ceasefire agreements being made by President Saddam Hussein.

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New Issue
July 10, 1992

هكذمن النجل

US team eager to conclude Nafta

By Nancy Dunne in Washington

US, CANADIAN and Mexican negotiators at the weekend were still winding up discussions on the North American Free Trade Agreement (Nafta). American negotiators are racing to complete the pact before next week's Republican convention. For President George Bush, the ideal time to reach agreement would be a week, presenting him with the opportunity of appearing on the evening news to claim a foreign and economic policy victory.

Instead of seeming passive while the US economy falters, he could emerge at his party's convention as something of a visionary.

Nafta is designed to liberalise trade largely by eliminating tariff barriers over a 15-year period for a range of US, Mexican and Canadian goods and services. However, reports indicate that Mexican officials have become stubborn about sharing government property in state-owned oil sector with Canadian and US companies.

The energy trade negotia-

Mexico shows reservations over sharing oil procurement contracts

tions have been limited by protective Mexican laws and Mrs Carla Hills, the US trade representative, has said the pact should offer opportunities for companies servicing the oil industry.

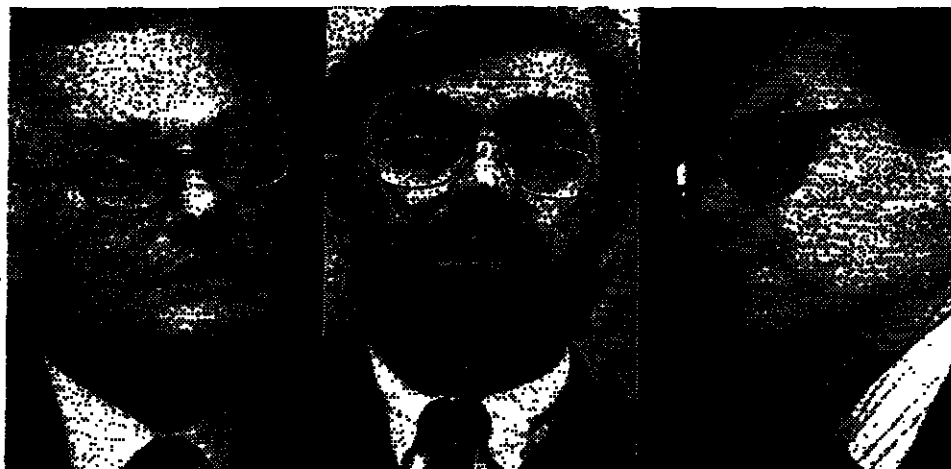
Despite many unresolved issues, the negotiations have broken new ground on environmental issues. One provision sets up a Nafta arbitration panel for environmental disputes; this panel would take precedence over the General Agreement on Tariffs and Trade dispute settlement mechanism, which has been faulted for ignoring environmental considerations.

The provision was in response to lobbying from many environmental groups which opposed the pact, fearing it would increase environmental problems along the US-Mexican border where some 2,000 maquiladoras - foreign-owned Mexican manufacturing and assembly plants - have sprung up since 1986.

Nafta also creates a customs area for both external as well as internal purposes. It is expected not only to boost trade within the continent but to link Mexico's young, cheap labour with US and Canadian innovation and technology.

Privatisation testifies to Amato's resolve

The Italian government has launched itself boldly on the path of reform, reports Haig Simonian



Reviglio, Gorla and Barucci (left to right): economics team overseeing innovations

THE Italian government's efforts to kick-start a privatisation programme, promised for years but barely delivered until last Friday's upheavals, have revealed a rich mixture of drama and political manoeuvring.

Now, the four biggest public-sector groups, IRI, ENI, ENEL and INA, are to be transformed into joint stock companies, and their bloated, politicised boards of directors slimmed to just three members.

Only last month, sceptics still doubted whether the government of Mr Giuliano Amato would be willing, or able, to adopt unpopular measures to cut the budget deficit by reducing spending and raising revenue through such unorthodox methods as big privatisations.

Mr Amato's key economics team - Mr Piero Barucci at the Treasury, Mr Franco Reviglio at the Budget Ministry and Mr Giovanni Gorla at Finance - smacked too much of political placemen. Though Mr Barucci and Mr Reviglio were presented as apolitical "technicians", both owed their recent careers to Christian Democrat and Socialist links respectively.

But instead of maintaining the status quo, the government has surprised Italians by initiating a string of innovations within its first month of office.

That ingrained resistance to change may explain why so many of the government's policies have appeared hurried and been badly presented, or, in the case of the original privatisation plan, overturned.

With widespread opposition to change among the Socialists and especially the Christian

Democrats, Mr Amato has had to use surprise. The original concept of two "superholdings" is believed to have been deliberately tossed into the closing minutes of a Friday night cabinet meeting virtually as an afterthought. Scribbled on a couple of scraps of paper just before the meeting, the superholdings were given the go-ahead before many ministers knew quite how much was at stake. Although the format

has been scrapped, it is now too late to stop the privatisation ball rolling.

The proposal to close Efim, which has debts of almost twice its annual revenues, was also presented to the cabinet as a surprise. "Do you really think that, after so many false starts, it would have got through this time if it had been presented formally, discussed in the cabinet and passed on to the parties for comment?" asks

one senior official.

Even Friday's shareholders' meetings of the big four state companies verged on farce, as the assemblies were convened, postponed until the afternoon, then re-opened and put off once more as the four chairmen were summoned to the Industry Ministry.

Some ministers admit the government is walking a tight-rope in taking controversial measures which could provoke

a defeat in parliament. However, Mr Amato, whose government is based on a wafer-thin 16-seat majority in the lower house of parliament, has deftly played the card of new elections to strengthen his hand.

Bringing down Mr Amato would probably lead to a new, interim government, headed by an institutional figure such as Mr Giovanni Spadolini, the veteran leader of the Senate, followed by new elections in a few months. Few MPs relish the prospect of new polls. In northern Italy, the populist Leagues are poised to increase their share of the vote at the expense of the Christian Democrats and Socialists, who have been badly tainted by revelations of political corruption in Milan and other cities. The scandal has also closed illegal sources of funds which many politicians have come to rely upon.

"I appreciate the government may not last until Christmas," one minister said last week. "But don't you think we've achieved a lot already? We've done more in four weeks than others in years."

The process has already shed light on corners of the public sector where transparency has been lacking. Transforming IRI, ENI, ENEL and INA into joint stock companies has revealed many anomalies. IRI's consolidated debt,

exposed by its change in legal status, is now so high as to threaten its ability under Italian law to issue further bonds. The problem should be overcome by a revaluation of its portfolio of subsidiaries and possibly by the transfer of some debt to the Treasury, but the blow to IRI's prestige has been severe.

The transformations also require salaries to be set for the chairmen. The big state holding companies are wary of disclosing how much chairmen earn. Publication of the salaries of IRI's Mr Franco Nobili and ENI's Mr Gabriele Cagliari in the Official Gazette reveals only a modest income. However, the official figures reflect only part of the total packages, with the remainder made up of a variety of benefits, including expenses.

Preliminary inquiries by the Treasury before setting the new levels were frostily received by the state-sector groups. It is rumoured that only when the Treasury threatened to take the official figures for adoption in the companies' new statutes were the full packages revealed.

Such vignettes give a taste of the problems facing Mr Amato and his colleagues. Last week's successful changes to the public-sector groups shows that, slowly, some are being resolved.

Inspectors start work in Baghdad

A UNITED Nations inspection team, barred by Iraq from entering government ministries, completed its first day of searches yesterday without triggering a new stand-off with Iraq. Reuter reports from Baghdad.

"It was an inspection day, the first one. That is all it was," Mr Nikita Smidovich, head of the 22-member team, said when the inspectors returned to their Baghdad hotel. "We went where we planned to go." He also said that the team saw what it wanted to see.

He declined to say whether the team tried to inspect any government ministries, designated as "off-limits" to UN arms inspectors by Baghdad.

Mr Smidovich declined to say whether the inspectors found anything unexpected but said Iraqi officials treated US experts no differently from other members. Mr Smidovich, the first Russian to head a UN team in Iraq, said he expected no problems. The arms experts continue their mission today.

The team, which arrived on Friday, was the first to enter Iraq since UN inspectors searched the agriculture ministry on July 28 after a three-week stand-off that drew threats of force from the US.

FT CONFERENCES

FT-CITY COURSE

London, 5 October - 23 November

This course is designed for employees in companies with interests in the City to provide a broader understanding of all aspects of the operations of the City of London and the factors that make it a pre-eminent financial and trading centre.

WORLD MOBILE COMMUNICATIONS

London, 12 & 13 October

The Financial Times fifth annual conference on mobile communications will look at growth aspects in world markets and the development of new services. The outlook for PCNs, pan-European mobile networks, paging systems and satellite communications will be reviewed as well as numbering from a mobile perspective. Speakers include: Mr Terry Parker of GTE Telecommunications Products and Services; Mr Richard Siemens of Hutchison Telecommunications; Mr J. Shady Bryan of Milkom Incorporated; Mr James Brewington of AT&T Network Systems; Mr Richard Goswell of Mercury Personal Communications; Mr O. Stafford Taylor of Celnet; and Mr Hubert Suckill of Siemens AG.

MANAGING FINANCIAL RISKS

London, 12 & 13 October

The workshop is an intensive, practical course aimed at those who wish to understand the principles and practices of financial risk management. It combines comprehensive technical reference material with an interactive format, case studies and worked examples.

DOING BUSINESS WITH RUSSIA

Moscow, 11 & 12 November

A practical, high-level forum to address the investment opportunities and how to set about them in the new Russia. The new structures that are emerging, and the basic business problems of structuring deals as well as the legal, tax and financial issues will be reviewed. Speakers include: Mr Anatoly Chubais, Vice Premier/Chairman of the State Committee for the Management of State Property of the Russian Federation; Mr Sergei Konichev, Chairman of the Organisational Committee for the Creation of a Development and Project Finance Bank, Central Bank of Russia; Mr Mikhail Khodorkovsky, MENATEP Financial Group; Mr G. Labbe, Anglo-Suisse LP; and Mr Ralph Land, Rolls-Royce plc.

THE EIGHTH EUROPEAN PETROLEUM & GAS CONFERENCE

Amsterdam, 3 & 4 November

This year's meeting, timed to coincide with the PetroTech 92 Exhibition, will review the challenges facing Europe's oil refining and process industries in the 1990s. Speakers include: Mr H. I. Benesford, Vice President Supply and Trading, Shell Internationale Petroleum Maatschappij; Mr Yves René Naniot, President, Total Raffinage Distribution; Mr Klaus Kohlhase, Head of Health, Safety and Environment, British Petroleum Company; Mr Glenn F. Tilton, Chairman, Texaco Limited; and Dr Peter Schlüter, Managing Director, Mineralölwirtschaftsverband.

All enquiries should be addressed to: Financial Times Conference Organisation, 125 Jermyn Street, London SW1Y 4JL. Tel: 071-925 2323 (24-hour answering service); Telex: 27347 FTCONF G; Fax: 071-925 2125

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Edward Balls

Where's the beef?



Foreign corporations expanding in Europe face truly difficult decisions.

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The EC's Single Market is about to become reality, to be followed later by a single currency and a European central bank. Recently a treaty was signed with the EFTA countries establishing the

European Economic Area (EEA) that will unite all of Western Europe – a unified market with 377 million consumers, accounting for 30 % of global GNP and a full 43 % of the world's international trade. Moreover the new democracies of Central and Eastern Europe are busily establishing free market economies and attracting private investment.

Europe is in a state of flux. It is clearly the right time to establish a market foothold – to stake out your claim to a choice slice of the market.

Many attractive official promotional programs have been set up to encourage foreign investment. There are also a number of local companies that might be attractive partners or potential acquisition targets. The problem is to objectively assess all the opportunities in

order to determine the best fit for your company.

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NEWS: UK

UK threatened by continuing wage inflation

By Edward Balls and Catherine Milton

PAY settlements in industry have remained stuck above 4 per cent for three consecutive quarters suggesting that wage inflation remains a threat to UK competitiveness.

Manufacturing wage settlements averaged 4.3 per cent in the second quarter of 1992 according to the latest Confederation of British Industry (CBI) pay databank, unchanged from the final quarter of last year.

The news comes a week after calls for a freeze on public sector wages from Conservative MPs and Mr Howard Davies, the CBI's new director general.

The CBI, the UK employers' organisation, said the settlements data were evidence that pay behaviour has settled into the non-inflationary patterns set by Britain's European competitors.

Separate CBI figures showed that settlements paid by service sector companies have also fallen to 4.3 per cent in the first half of this year, from 7.1 per cent a year ago.

"If that pattern can be maintained into the upturn, the wage-price spiral will be broken to the permanent benefit of UK competitiveness and jobs," said Mr Ronnie Gilbert, director of Employment Affairs at the CBI.

But economists expressed surprise that the fall in wage settlements has ground to halt. "The behaviour of wage settlements has been mystifying," said Mr John Sheppard, economist at SG Warburg Securities. "These figures sug-

THE north-west of England and north Wales are experiencing tentative improvements in economic activity but the depressed south-east is holding back recovery. Those are the findings of regional surveys by chambers of commerce in Manchester and Liverpool, and the latest Lloyds Bank Economic Bulletin. Prospects in the service sector in the north of England have been improving for five successive quarters. Manchester chamber for the first time in two years reported more service companies taking on labour than shedding it.

gest that the adjustment within the European exchange rate mechanism has a long way to go."

Pay settlements must fall to 3 per cent if UK exporters are to hold their own in Europe, said Dr John Philpott, director of the Employment Policy Institute, the employment think tank.

"We need to see considerably more progress if we are to be optimistic about maintaining Britain's competitiveness when the recovery comes," he said.

"The question is how much more pain we have to endure to get settlements down to a competitive level, let alone to a level consistent with Mr Major's target of zero inflation."

Further evidence that the government faces mounting pressure to restrict public sector pay emerged yesterday as the 6.5 per cent pay increase recommended for top policemen was attacked.

Fewer small companies rely on loans

By Diane Summers

THE NUMBER of small UK businesses with bank loans has dropped sharply over the past year as the cost of borrowing continues to be seen as a serious problem, according to a survey of Institute of Directors (IOD) members in England.

Just 52 per cent of small businesses now borrow from banks - 17 per cent of those surveyed paid off their overdrafts during the past 12 months. The pattern of reduced borrowing mirrored the repayment of debt in the household sector, said the IOD. Small businesses in southern England were more likely to

have paid off their bank overdrafts than those in the north, according to the survey: 7 per cent of businesses in the north cleared their bank debts, compared with 20 per cent in the south.

The use of overdrafts was also linked to the size of the company and the sector in which it operated, found the IOD research. Medium turnover companies, particularly in agriculture, property and construction, were the most likely to have continued borrowing from banks.

Although 50 per cent of small companies consider the cost of overdraft finance to be a serious business problem, rela-

tively few were being charged excessive margins of interest over base rate, the survey shows. The IOD decided to carry out the research after complaints from members that banks were charging high margins and failing to pass on base rate cuts. A random sample of IOD members whose companies employ fewer than 100 workers was interviewed.

Just over half of those surveyed were being charged 1.2 per cent above base rates at the time of the survey in late July, 39 per cent paid 3.4 per cent. Overall, 90 per cent paid 4 per cent or less above base rate on their business overdraft.

Again, there were substan-

tial regional variations: 79 per cent of businesses in the north paid 1.2 per cent above base rate while in the south only 44 per cent enjoyed such low margins, said the IOD. Part of the reason for this north-south divide is likely to be the concentration of higher turnover manufacturing businesses in the north, and smaller turnover service companies in the south.

One quarter of those surveyed reported that they had not had base rate reductions passed on to them in the form of lower interest rates, with a slight bias towards those in the north having reductions, the research found.

Britain in brief



Further fall expected in house prices

UK house prices will continue to fall at least until the middle of next year and delay economic recovery, according to a report by Morgan Grenfell, the UK merchant bank.

Falls in house prices will continue to be concentrated in the southern regions. The report expects UK house prices to fall by 2.5 per cent in 1993, but by 4.5 per cent in the South east. Scotland and the North may see a rise in nominal prices next year.

Housing turnover will remain low until prices stabilise, depressing spending on consumer durables, the report argues. Housing turnover has fallen to 80,000 a month this year, down from a peak of 200,000 a month in August 1987. The number of first-time buyers entering the market this year has fallen by a third since then to 300,000.

"The weak housing market is a major drag on the economy and it will hamper economic recovery," said James Barry, economist at Morgan Grenfell.

Labour told to back EC union

Mr Roy Hattersley, former deputy leader of the Labour party, warned that anti-European members of the opposition could risk losing the next election to the Tories if they continued to oppose the Maastricht Treaty.

Interviewed by the Sunday Times, Mr Hattersley urged MPs not to fight moves towards greater political and monetary union in the EC. "If Labour made another of its policy lurches and turned its back (even temporarily) on European union, the consequences would be catastrophic," he warned.

Unemployment attack likely

The government's employment record is expected to come under attack this week with the publication of new figures showing another jump in the number of people out of work.

The July unemployment total, published on Thursday, is likely to reveal the 27th consecutive monthly jobless rise.

Last month's increase is expected to be higher than June's lower than predicted 7,000 rise, which was the smallest monthly increase for more than two years.

Unemployment in the UK now stands at 2,722,700. The Unemployment Unit pressure group said it expects unemployment to peak at 3.25m.

Ferranti wins overseas order

Ferranti International has won its first overseas contract for a new electronic defence system.

The Royal Netherlands Navy is to buy the AWARE system for its Lynx helicopters and combat support ships in a £3 million deal. The system detects potentially hostile radar emissions and warns of approaching radar guided missiles. The system was originally developed for British Army helicopters.

Recession hits tourist sites

Top tourist attractions such as the Tower of London, Windsor Castle and Shakespeare's birthplace - Stratford-upon-Avon - are all feeling the effects of recession. The Tower received 16 per cent fewer visitors last year. Windsor Castle 27 per cent fewer and Stratford 14 per cent fewer, the Board reported.

Voluntary care under-used

Local authorities are failing to exploit the resource of committed volunteers in developing their community care programmes, according to Community Volunteers' Volunteers, the charity which organises voluntary effort.

A CSV survey of half of all local authorities in England and Wales shows that despite rising demand for community carers, only 14 per cent of councils have a clear strategy for recruiting and deploying volunteers. Barely two-thirds even mention volunteers in their plans.

Value fears on council tax

Tory MPs and local councils are concerned that the valuations of properties for council tax - the new charge to pay for local services and amenities - may provoke resentment and a mass of appeals next year because they are based on two-year old valuations, without any allowance for the fall since then.

The concern is greatest in London, where the decline in values has been steepest. Sir Rhodes Boyson, the Tory MP for Brent North and former local government minister, warned that householders in London and the south east would feel "betrayed" if their first council tax bill in April comes to significantly more than their current poll tax.

Five die in UK storms

Five people have died in the storms which swept much of England at the weekend. Thousands of homes in eastern England as lightning caused power cuts. The storms also delayed flights at Gatwick airport.



Dancing for joy: Pakistan bowler Wasim Akram (far right) celebrates with team-mate Asif Mujtaba after England batsman Derek Pringle was dismissed as the national cricket side crashed to defeat in the fifth and final test match at the Oval ground in south London. Pakistan, which won by 10 wickets after England were 175 all out in their second innings, ended the series 2-1 victors.

NHS managers seek divine inspiration for pay talks

By Michael Smith, Labour Correspondent

MANAGERS in the state-run National Health Service (NHS) are praying for some divine inspiration after hospital chaplains agreed to talks on relating their pay more closely to performance.

Performance pay is spreading rapidly throughout the public sector as part of the government's Citizens' Charter. However, chaplains and many of their colleagues employed by the Church of England believe extending the principle to them would present managers with an unholy headache.

"We do not see it getting very far," said Mr Alastair Henderson, assistant national officer for the Nalga public services union which represents many of the 220 health

service chaplains. "How can you assess the quality of the work of people whose job is to deal with the sick and dying? Any performance targets you set would be completely meaningless."

"In crude Christian terms a measure of success could be whether a patient has eternal life. I do not think that health service managers have quite grasped how to judge that."

Many chaplains are equally puzzled. The Reverend Gillian King, a chaplain at Kingston and Esher health authority said: "How effective a chaplain is, is a matter between the chaplain, the patient and God."

In the Church of England, there are plans to introduce performance appraisal but there are no plans to relate this to pay.

Canon Hugh Marshall, chief

secretary of the Church of England advisory board of ministry, which advises on pay and conditions, said: "How do you evaluate a priest's ministry? It would not be easy this side of the pearly gates."

The Nalga union agreed to the performance pay talks as part of this year's pay agreement. The deal provided for increases of 4.75 per cent, taking salaries to between £17,345 and £20,291 and accommodation allowances to £3,860. Chaplain assistants earn between £12,187 and £14,258. The clause on performance pay was the same used in various agreements which have been made for other NHS workers this year.

Mr Henderson believes there may be scope for linking settlements to those of other health service workers.

Government considers plan for Royal Mail competition

By Roland Rudd

PRIVATE postal operators may be given licences to compete with the state-run Royal Mail in different regions of the UK, under proposals being considered by the government for the future of the Post Office.

While ministers are not expected to make a decision until the end of the year it is the most radical proposal currently under consideration.

The regional plan has been proposed by Business Post, an express delivery company, which would like to offer comprehensive mail services in part of the UK. The Royal Mail, the Post Office's letters division, currently has a monopoly on all mail delivery costing less than £1.

Because of the size of the Post Office - it made pre-tax profits of £247m for the year to

March 29 - Business Post says private operators should be given the opportunity to compete in different parts of the UK. Under the plan, different private operators would bid for the franchise to compete exclusively with the Post Office. No private postal operators would compete directly against each other.

Mr Michael Kane, managing director of Business Post, said: "No private postal operator can compete effectively with the Post Office throughout the UK. But there would be plenty of companies which could compete with the Post Office in certain regional areas."

He has already had talks with officials from the Department of Trade and Industry and is planning further meetings. The DTI says it is considering all proposals. Business Post's plan also

envisages the creation of an "Ofpost", an independent regulator that would introduce competition progressively.

The Royal Mail is concerned that draft legislation approved by the European Commission earlier this year will strip its Postal Address File (PAF) - the official list of UK postcodes - of its copyright protection.

The draft directive in question is intended to provide protection for producers of databases by introducing a new type of intellectual property right. This would outlaw unfair copying of the contents of databases such as computerised address-lists for a period of 10 years.

But lists such as PAF, which have been in existence for more than ten years, would not benefit from this protection.

Analysis, Page 13

ANNOUNCEMENT FROM REPUBLIC OF TURKEY MINISTRY OF TRANSPORT AND COMMUNICATION

The Tender for Consulting, Engineering and Supervision Services and the Construction of Double Track High Speed Railway and Rapid Train System for Ankara-Istanbul High Speed Railway and Istanbul-Bosphorus Tube Tunnel Crossing

Under the Conditions of the Undersecretariat of Treasury and Foreign Trade:

- 1 - Consulting, Engineering and Supervision Services,
- 2 - The construction of high speed railway and rapid train system,

will be separately tendered with CREDITS by the Republic of Turkey, Ministry of Transport and Communication, General Directorate of Railways, Harbours and Airports Construction.

The subject of the tender is: the Consulting, Engineering and Supervision services and the construction of the double track electrified, signalized, high standard railway which, passes through Ankara-Sincan-Cayirhan-Arifiye-Istanbul, approximately 430km long together with the Istanbul Bosphorus Tube Tunnel Crossing and Rapid Train System.

The applications: for the Consulting, Engineering and Supervision shall be for whole of the work and for railway construction and Rapid train system can be for whole or part of the work.

Since the companies will be prequalified depending on their international experiences on similar works, they had carried out, the companies shall deliver the necessary documents showing their experience on the similar work, reference lists, credit proposals, approved by the related Bank or Institution or letter of credit offer, and apply for the tender alone or as a Joint Venture, not later than 15.9.1992, Tuesday at 17.00 hours to the Ministry of Transport and Communication, General Directorate of Railways, Harbours and Airports Construction, 91, Sokak Emek-ANKARA.

FRIDAY AUGUST 10 1990

Ferranti wins overseas order
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Recession hits tourist sites
 Top tourist attractions such as the Tower of London, White Castle and Shakespeare's birthplace - are all hit by the effects of recession. The Tower received 10 per cent fewer visitors last year, the Tower of London 27 per cent and Stratford 14 per cent, the Board reported.

Voluntary care under-used
 Local authorities are failing to exploit the resources of voluntary workers in developing their community care programmes, according to Community Volunteers' Voice, the charity which organizes voluntary effort. A survey of half of local authorities in England and Wales shows that despite demand for community care services, only 10 per cent of authorities have a clear policy for recruiting and deploying volunteers. Barely one in ten even mention volunteers in their plans.

Value fears on council tax
 Town, city and local council are concerned that the value of properties for council tax - the new charge for local services - will be too high. They may provide a means of a mass of appeals, but because they are based on two-year old valuations, without any allowance for the last year's rise.

Five die in UK storms
 Five people died in the UK as a result of severe weather. The deaths were caused by a combination of high winds and heavy rain. The storms hit the south coast of England and the north of Scotland.

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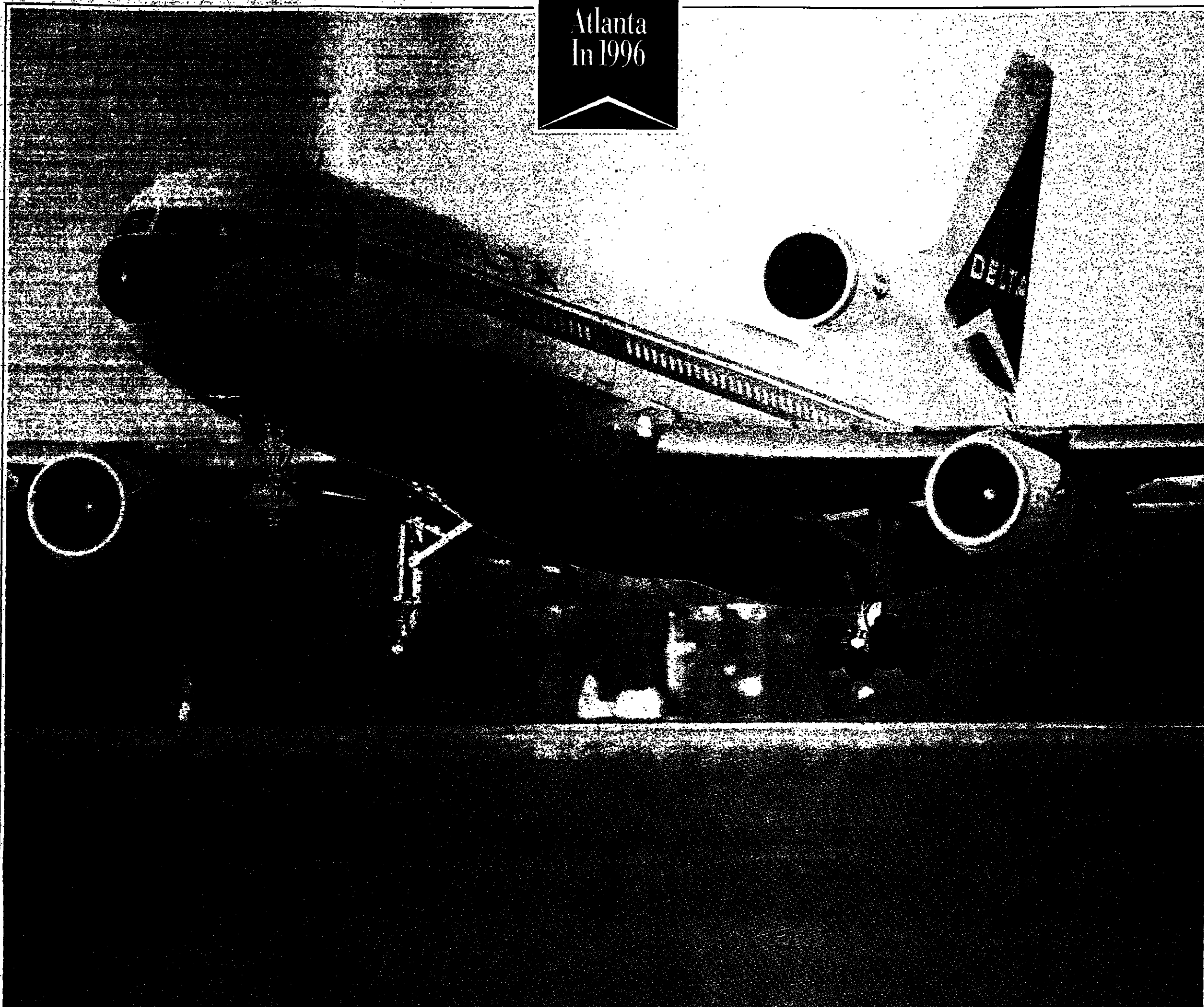
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MANAGEMENT

Barbara Durr reports on the army of unemployed American executives seeking new careers as consultants

Starting all over again

For many, it was living the American dream. They had a management job with a top US company, good pay and benefits, a house in the suburbs, two cars and a sense of security. But for many of these executives, the American dream has turned to a nightmare during the recession.

Hundreds of thousands of middle- and upper-level executives have found themselves out on the street and discovered that they have little chance of finding their way back to similar positions.

From January 1989 to June this year, 1.2m jobs have been eliminated by leading American corporations. Some 70 per cent of those cuts have come not in assembly line jobs, but in management, engineering and administration, according to Dan Lacey, editor of "Workplace Trends", a newsletter that tracks firings. "It's a dramatic and traumatic thing that's going on out there," says Lacey.

What is worse for many sacked executives is that they face a shrunken market for their skills, as lay-offs have affected whole industries. Among the hardest hit have been the computer, motor, aerospace and defence industries.

Redundancies are part of how American companies are grappling with tougher international competition, says Stephen Carter, manager of the Kansas City office of Right Associates, the world's leading publicly-held outplacement company.

The litany of lay-offs by American corporate icons, such as IBM, AT&T, Alcoa and GM, seems endless. In the last 12 years, 5m jobs have been pared by the Fortune 500 and the contraction shows no sign of let up.

Paul Foak, managing director in Chicago of Korn/Ferry International, the largest US executive recruitment firm, says: "I don't have the salesmen's optimism that things are going to get any better."

The situation is new to American executives. This is the first recession in which white collar employees are bearing the brunt of unemployment, says Richard Belous, economist with the National Planning Society, a Washington-based public policy group. "In the last two recessions, in 1982 and 1975, white collar unemployment was roughly 20-33 per cent of the total. Now, it's up to 58 per cent."

Moreover, long-term unemployment, little known to the white collar brigade, is becoming increasingly common. While managers used to be able to find a new position in a month, six months is now a minimum and many wait a year or more. Some are even falling out of the labour market altogether.

"What makes it bad is people feel they've been misled. Generally, there's a great feeling of bitterness," says Jack Hackman, who lost his job two years ago as art department chief in Chicago for NBC, the broadcasting group.

Many of those laid off feel that their hard work and loyalty have largely not been rewarded, puncturing one of corporate America's sturdiest myths.

But Hackman has taken the path that increasing numbers of unemployed executives are choosing. He has become a consultant. He now does design work for restaurants, hotels and performing arts groups.

Job market experts believe that 15-20 per cent of redundant managers become consultants. Only a tiny percentage turn to franchising, creating their own company or acquiring an existing one, because

all these options require start-up capital.

New consultants frequently begin by returning to perform subcontracting services for their old employers. A 1989 study by the National Planning Association showed that about half of those laid off were taken back on consultancy work. For some, the former employer becomes the prime client for as much as two years, says John Poynton, a partner of the Chicago outplacement company, Clarke Poynton Associates.

Many companies are finding that they can farm out work that was once done in-house at a considerably lower cost. Indeed, as healthcare benefit costs have soared, companies have struggled to employ outsiders rather than staff wherever possible. If those outsiders have worked for the company, so much the better.

Yet, while there is more work for consultants, their growing numbers means competition is fierce. For most, it is an insecure business. While a consultant works on one job it is difficult to spend time hunting for others to keep the diary full. And employers can pull work away on a whim.

To reduce their sense of isolation and uncertainty, many consultants join professional associations, says Tom Gernuska, who lost his public relations job after 19 years with United Airlines. He is now president of the Midwest Society for Professional Consultants.

About half of those who attempt consulting fail simply because they do not have the temperament, says Glenn Van Doren, president of the Association of Executive Search Consultants. Like other entrepreneurial activities, consulting takes "people skills", and many who have been ensconced in corporate man-

agement positions do not have those abilities, he says.

Consulting has had such an influx of jobless executives during the last few years that it has almost become a code word for being unemployed. Many just put consulting on their CVs to fill in for a jobless period, though they have done little or no consulting work.

These people generally return to regular jobs. But with the wealth of managerial talent on the street these days, most face having to take jobs below their previous levels of salary, benefits and responsibility. And even those willing to do so must be flexible enough to consider changing industries and acquiring new skills.

The good news is that small- and medium-sized companies, traditionally the biggest generators of US jobs, are inheriting a vast pool of highly qualified managers to choose from.

One study by Right Associates even found that executives who went to work for small- and medium-sized companies are finding greater satisfaction in shaping and building up their new companies, despite the lower pay.

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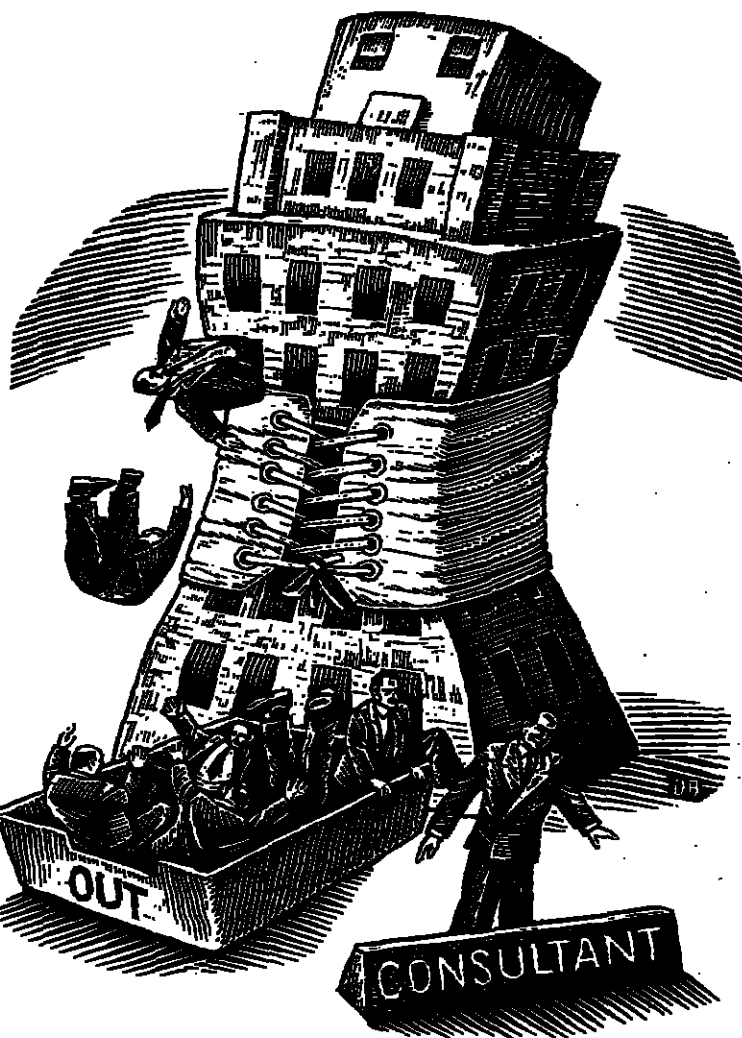
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Mandarins peel away from the corridors of power

By Andrew Adonis

Until recently, the public sector was a world apart. The odd ex-headmaster might surface in the Department of Education or an academic economist in the Treasury. But they were highly exceptional breaches of a monastic order. For the rest, civil servants were recruited young, initiated into the mysteries of administration by apprenticeship, and only those sufficiently imbued by Whitehall were judged suitable for senior office.

All that is changing. The monasteries are far from dissolved, and are never likely to be while Sir Robin Butler and his ilk preside. But fraternisation is now positively encouraged, not just between the various branches of state administration, but between the public and private sectors. As yet, it is more talked about than happening, but a few of the chief executives of the "next steps"

Whitehall agencies have come from local government, the NHS, even the private sector, and interchange at other levels is increasing. The Environment Department is even running a secondment scheme to encourage "co-operation and the cross-fertilisation of fresh ideas" between officials in Whitehall and local government.

What are the outsiders making of Whitehall, and the Mandarins of life outside? According to a report by Saxton Bamfylde, the executive recruitment consultants, based on the "touristic" perceptions gained from interviews with numerous high-flyers who have moved between the two of late, the cultural divide between Britain's public and private sectors is a "Berlin Wall" which has barely started to crumble.

"Culture" is the word to stress: some of those who moved out to the private sector found the experience considerably less dramatic than they expected. One former civil servant, now working with a leading consultant, said: "I haven't made that much of a move: in consultancy I work in a similar way with similar people. It's more agreeable and I earn more money. In industry it would have been different."

"Industry" recurs as the deepest part of the Divide. "It sounds appalling now," recalled one civil servant, "but we thought 'industry', whatever it was, was for northern chemists. People like us went for the Treasury or the BBC."

The interviews revealed ignorance and mistrust to be deep-seated. "Stated baldly," says the report, the prejudices came down to two: "the public sector views the private as venal, vulgar and narrow", while the private sector sees the other as "timeserving, slow, fixated with process, inefficient, naive and opposed to change".

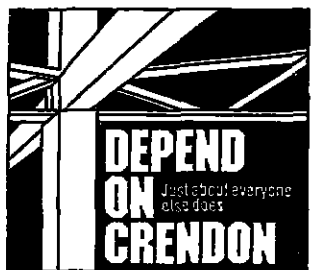
Far from having bridged the gulf, Saxton Bamfylde believe the 1980s probably widened it further "by endorsing defensiveness in the public sector and populism - 'less government' - views in the private."

In the words of one senior civil servant they quote: "I was talking to an otherwise perfectly sensible industrialist about the council and he said 'privatise it'. It was simply idiotic - a knee-jerk reaction - but he was an ardent Thatcherite and that was the rhetoric of the 1980s."

On a less crude level, the Whitehall emphasis on "process" as against the private sector stress on "results", and the cultivation of different skills in the two spheres, were found to be key factors. It was not just "competitiveness" versus "elegance of expression": in the public service, precedent and a sense of history and continuity matter - but not much in the private sector.

Rival dress senses also featured prominently. "When I left the Treasury," said one senior banker, "I gave up my Hush Puppies and bought a proper pair of black Oxfords. Everyone assumed that if you had been in the Civil Service you would be wearing cheap shoes, have a bad haircut, live in Surbiton and only be interested in your pension rights."

This Berlin Wall, it seems, is littered with shoes. * *Privatising People? Career moves between the public and private sectors, Saxton Bamfylde, 35 Old Queen Street, London SW1, 242.*



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Tunnelling project in Boston

The American division of FVKKED BARDON, the international quarry and aggregates group, will be the primary supplier of ready mixed concrete to the new Third Harbour Tunnel connecting Logan International Airport to downtown Boston.

The contracts total in excess of 665,000 cu yards of ready mixed concrete and have an approximate value of US\$40m (£20.5m). Deliveries have begun and will continue until 1994.

These awards are the first phase of a number of major materials contracts to supply what is believed to be the largest infrastructure development underway in the US. Over the next eight years a total of US\$1.1bn (£5.76bn) of infrastructure work will be completed in Boston as the Third Harbour Tunnel/Central Artery and a major sewage treatment plant at Deer Island are built.

Transport studies

RENDEL PALMER & TRITON has won a contract to project the expansion of the port of Mombasa in Kenya over the next 10 years, together with the development of an inland container transport network. The two studies are being funded by the World Bank on behalf of the Kenya Ports Authority.

The 18-month study of Kenya's principal port has a wide ranging brief covering the port's layout, operational equipment, land use, traffic forecasts, manpower planning, management efficiency, computer applications for improving efficiency of port operations and a review of throughput costs.

Container handling at the port is particularly important to the second part of the contract, a six-month study into the strategic development of inland container depots.

BUILDING CONTRACTS £71m Avonmouth development

A joint venture between BALFOUR BEATTY CIVIL ENGINEERING and BIRLEY ENGINEERING, the Taylor Woodrow materials handling specialist, has been awarded the £71m design and construct contract, by National Power, for the bulk handling facility, as part of the ongoing redevelopment of the Royal Portbury Dock near Bristol. The total package comprises an offloading facility at the Royal Portbury Dock and a train loading facility at Avonmouth.

The work entails installation of continuous ship unloaders and a conveyor system from the ships and quayside to a

stockyard. These will be linked, via a tunnel, to the other side of the River Avon estuary where the Avonmouth railhead is located by a series of conveyor and transfer stations. Two 2,600 tonne bunkers are to be built at the railhead with facilities for loading and dispatching of trains each carrying 1,500 tonnes in total weight at hourly intervals.

Prior to works operation, part of the Portbury Dock will need to be deepened by the dredging of 200,000 cu metres of material in order to accommodate bulk carrier ships up to 120,000 dwt.

Another aspect of the con-

tract involves extending and upgrading the existing quay structure at the Royal Portbury Dock. This is to facilitate the two continuous ship unloaders, which stand 40 metres high, weigh 1,200 tonnes and are capable of unloading material at 1,750 tonnes per hour.

The 3.35 metre internal diameter tunnel is to be constructed using a full face Lovat tunnel boring machine, which has to go through varying strata from soft silt and clay to very hard conglomerate rock. Work has already commenced and the project is intended to be fully operational by July 1993.

Olympic arena facility for Manchester

A consortium led by BOVIS CONSTRUCTION will design, build, manage and operate the new indoor Olympic arena at Manchester's Victoria Station, following the formation of a partnership between Bovis and Intercity Property Group.

The first phase, totalling £50m, will be well underway for the visit next year of the International Olympic Committee, which will be assessing Manchester's suitability to host the 2000 Olympic Games.

The arena, plus new rail concourse, car park, offices and a hotel, will be built on a site which currently includes platforms 14-16 of the Manchester railway station. Bovis will start on site at the end of this year with completion scheduled in 1995.

Bovis will build an indoor arena with a capacity of 15,000 seats capable of providing a further 5,000 seats for the Olympic Games. It will be suitable for a variety of sporting and entertainment events, including football, basketball, tennis and pop concerts.

Chief executive Michael Cleary says he had worked with MacDermott, who is now 46, at Alders Department Stores, when they were respectively finance director and financial controller there in the early 1980s.

"After the hiatus at Kembrey," during which Cleary was ousted in a boardroom coup, but then clambered back into the chief executive seat at the beginning of this year, "we decided we wanted to restructure, which means an increased emphasis on financial control. The day-to-day nuts and bolts of financial control are not (MacDermott's) strong suit, and we both agreed he would be better seeking his career elsewhere."

His replacement, Justin Whitehorn, 43, was finance director of a private company, British Hartford Fairmont, which is involved in refractory materials, one of Kembrey's key businesses.

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PEOPLE Dare creams off the top job at MMB



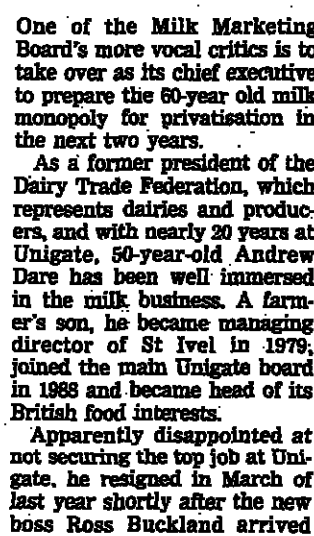
One of the Milk Marketing Board's more vocal critics is to take over as its chief executive to prepare the 60-year old milk monopoly for privatisation in the next two years.

As a former president of the Dairy Trade Federation, which represents dairies and producers, and with nearly 20 years at Unigate, 50-year-old Andrew Dare has been well immersed in the milk business. A farmer's son, he became managing director of St Ivel in 1979, joined the main Unigate board in 1986 and became head of its British food interests.

Apparently disappointed at not securing the top job at Unigate, he resigned in March of last year shortly after the new boss Ross Buckland arrived from Kellogg's. Dare then set up his own consultancy, by the end of the year MMB was a principal client.

"They wanted to change fundamentally and I suppose they thought a critic had more to offer," he says of his appointment as special adviser to the board. "Later they suggested I had better come and implement my proposals."

His aim is the creation of "a totally free market in milk". Dairy Crest, a subsidiary of the Milk Marketing Board, will be floated on the stock exchange "in roughly two years' time". Meanwhile the board itself will be replaced by a single voluntary-oriented and slick organisation which Dare says should



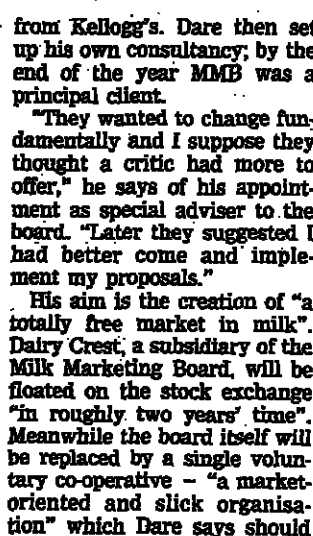
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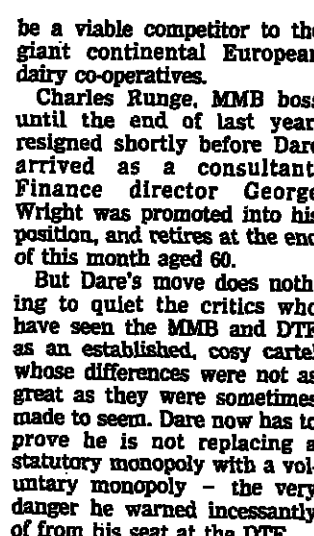
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On the 25th September the Financial Times proposes to publish a survey entitled **BUSINESS TRAVEL MANAGEMENT**

Business Travel is one of the major costs that a company faces. This survey will examine the management control of travel costs and examine the issues most relevant to the sector.

The survey will profile the Guild of Business Travel Agents who celebrate their 25th anniversary and examine their influences on the business travel industry.

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FINANCIAL TIMES

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Monday August 10 1992

Using force in the Balkans

CONFRONTED with the escalating conflict in Bosnia-Herzegovina and the mounting evidence of barbaric behaviour by the parties, it is hard to avoid an overwhelming sense of helplessness. Understandably, western public opinion clamours for military intervention to halt the fighting, or to mitigate its worst excesses. Equally understandably, western governments approach that idea with the utmost caution, seeking ways to avoid exposing their own soldiers to mortal danger on the ground.

Yet events have developed a logic that poses a stark choice for political leaders in western Europe and the US: either they can seize the initiative now and start making a clear-headed calculation of how they might sensibly use force; or they will face the danger of being sucked into the conflict in an ill-planned and ineffective fashion.

Which way will they go? So far, the signs are not encouraging. President George Bush, gripped by pre-election paralysis, says he will go along with any course of action agreed in the United Nations Security Council but states flatly that he will not succumb to political pressure to send troops no matter what the circumstances. Mr Douglas Hurd, the British foreign secretary, proposes enhancing the UN relief effort by setting up armed aid convoys, but on a basis so modest as to be almost irrelevant. Meanwhile, the voices urging direct military intervention on one side of the conflict – to punish Serbia and its Bosnian proxies, to "take out" their heavy weaponry, or even, as Lady Thatcher has proposed, to arm their Muslim enemies – grow louder all the time.

Misguided voices

Those voices are misguided. True, offensive action against the Serbs might serve to suppress the worst of the fighting for a while – for example, by destroying artillery emplacements or tanks. But to have such an impact force would have to be used on a massive scale and over a protracted period; given the highly localised nature of much of the fighting, it would almost certainly entail bloodshed among civilians as well as among the foreign troops reminiscent of the Lebanese civil war. Nor, although the Serbs bear a disproportionate share of the

blame for the conflict, are they by any means the only guilty party.

Doing nothing, however, is no longer an option. The Serbs' deliberate strategy of grabbing land and driving Bosnian Muslims from their homes is so morally repugnant as to cry out for a response. It is creating a refugee problem that will haunt the rest of Europe for years, if not decades. And there is a constant danger that unless the west is seen to act, the conflict will spread, dragging in neighbouring and Middle Eastern countries and setting a precedent that will be noted by would-be dictators all over the former Soviet empire.

No guarantee

These problems are vast and intractable; no strategy to confront or contain them is assured of success. But there are practical ways in which the application of western force might help.

First, European countries and the US, perhaps working through Nato, under authorisation from the UN Security Council – could undertake a significant expansion of the humanitarian relief effort, backed by military force on a scale sufficient to ensure its reliability. The mission would be to establish permanent relief corridors from the Adriatic and from Sarajevo airport to besieged Bosnian cities; any violent attempt to interfere with it would be met with equivalent force. Second, air and sea power might be deployed to tighten and strengthen sanctions on Serbia, establishing a blockade on its borders, its airspace, on trade routes such as the Danube and on its supply lines to its surrogates in Bosnia. Third, military assistance could be provided for the establishment and protection of "safe zones" for displaced persons close to their homes. This needs to be accompanied by the provision of adequate refugee facilities further afield – including in Britain.

All these forms of action must now be explored in practical detail, at the same time as the diplomacy continues in yet another international conference in London. From now on, western governments will have to consider force as an inescapable complement to diplomacy. It is time to weigh the scale and purpose of military intervention rather than to debate its need.

County Hall

IT IS difficult to conceive that the government could have worse handled the disposal of London's County Hall.

Through its quango, the London Residuary Body, it needlessly rushed into a pre-election deal with the Shrayama Corporation to convert the prime-site building into a luxury hotel. Then it spent more than three months dithering as to whether or not to allow the London School of Economics, which had been campaigning for the site for over a year, to submit a rival bid. Finally, at the end of July, it gave the LSE six working days to submit a fully-costed, unconditional bid for the site.

The government apparently intimated to the LSE that its bid should be a fair commercial proposition. Hence the LSE, which five months ago proposed to pay £20m, with a partner, for the hall and surrounding site, is now offering £60m on its own.

Hitherto the FT has supported the LSE's designs. County Hall is

London's foremost vacant public building; it should be used to house one of its foremost public institutions, and none seemed – or seem – more appropriate than the LSE, Britain's leading social science university. However, it is not merely ridiculous, but positively dangerous, to require the LSE to behave like a commercial property developer. To raise the £130m-odd it now needs to buy and refurbish County Hall, the LSE is banking on an early, highly optimistic return from its current site, plus a huge overdraft and a doubling of postgraduate numbers in four years. Even if all goes according to plan – a big "if" – such rapid transformation could undermine the very reputation which justifies the move.

If the government believes the national interest is best served by relocating the LSE to County Hall, it ought to forget about a commercial return. If it continues to demand one, the LSE should think hard before gambling its future on a building.

It can be done

FIRST Angola, and now Mozambique, are within reach of lasting peace for the first time in three decades. The agreement in Rome last Friday to end the civil war in Mozambique suggests that patient mediation, honest brokers and international monitoring can end conflicts in southern Africa. If so, then there may be hope even for the Somalians of the continent. Of course, the causes of Africa's wars vary widely. In Mozambique, as in Angola, South Africa was critical to the peace process. Only when Pretoria ended its military support for the opposition movements Renamo and Unita was mediation possible.

But as in Angola – due to hold UN-monitored elections next month – a settlement in Mozambique was unattainable without outside help, given the enmity between the two sides and the need for third party monitoring of the proposed ceasefire. Hence the extraordinary guest list at the ceremony in Rome last week, when President Joaquim Chissano and Mr Afonso Dhlakama, leader of

Renamo, committed themselves to cease hostilities by October 1 and to hold multi-party elections under UN-led international supervision in the presence of a range of intermediaries including Italian government officials, President Robert Mugabe of Zimbabwe and Mr "Tiny" Rowland, whose company, Lonrho, has business interests in Mozambique.

Even this remarkable combination might have failed were it not for the new realities to which Africa is adapting, and which helped create the blueprint for Mozambique's treaty. The era of the one-party state and the centrally controlled economy is over, as are the days when African governments and rebel movements could play on superpower rivalries. Economic policy, as nearly every African government has discovered, must win the approval of the IMF and the World Bank.

These realities will shape the terms of other peace initiatives in Africa. The task of intermediaries remains difficult, but southern Africa shows it can be done.

Foreign policy has a way of inserting itself into presidential elections. The confrontation with Iraq and the tragedy in what was Yugoslavia may have been boiling for months, but neither had quite thrust themselves into the forefront of an election supposedly to be determined principally on domestic issues. Yet, when either George Bush or Bill Clinton wakes up on the morning of November 4, the loser may well find the names of both countries written in the political obituaries. This was not in the pre-ordained script.

In the good old days of the cold war, the playing of the foreign policy card in presidential elections was predictable. The Republican candidate would accuse his Democratic opponent of being soft on communism, weak on defence and, if pushed to the partisan extreme, would point out that US participation in this century's three big wars (two global and Vietnam) was initiated by Democratic presidents.

The Democrat would preach the virtues of an enlightened approach to the rest of the world, based on humanitarian values, shared international responsibilities and a leaner military establishment. Republicans used to hold the United Nations in contempt and the Democrats halfheartedly would extol it.

There have been variations on the basic theme, mostly from the Democrats. In 1960 John Kennedy sought to be "tougher" than Richard Nixon over Cuba and China, and in 1964 Lyndon Johnson got away with portraying Barry Goldwater as a nuclear adventurist (which was not difficult). Jimmy Carter's successful campaign of 1976 was probably the closest to the Democratic norm, but he was swamped four years later by his own Iranian hostages and by Ronald Reagan's equally classical Republican slogan of "peace through strength". This was enough to carry George Bush to victory in 1988 even though the "evil empire" had become quite emollient. It still features in his speeches today.

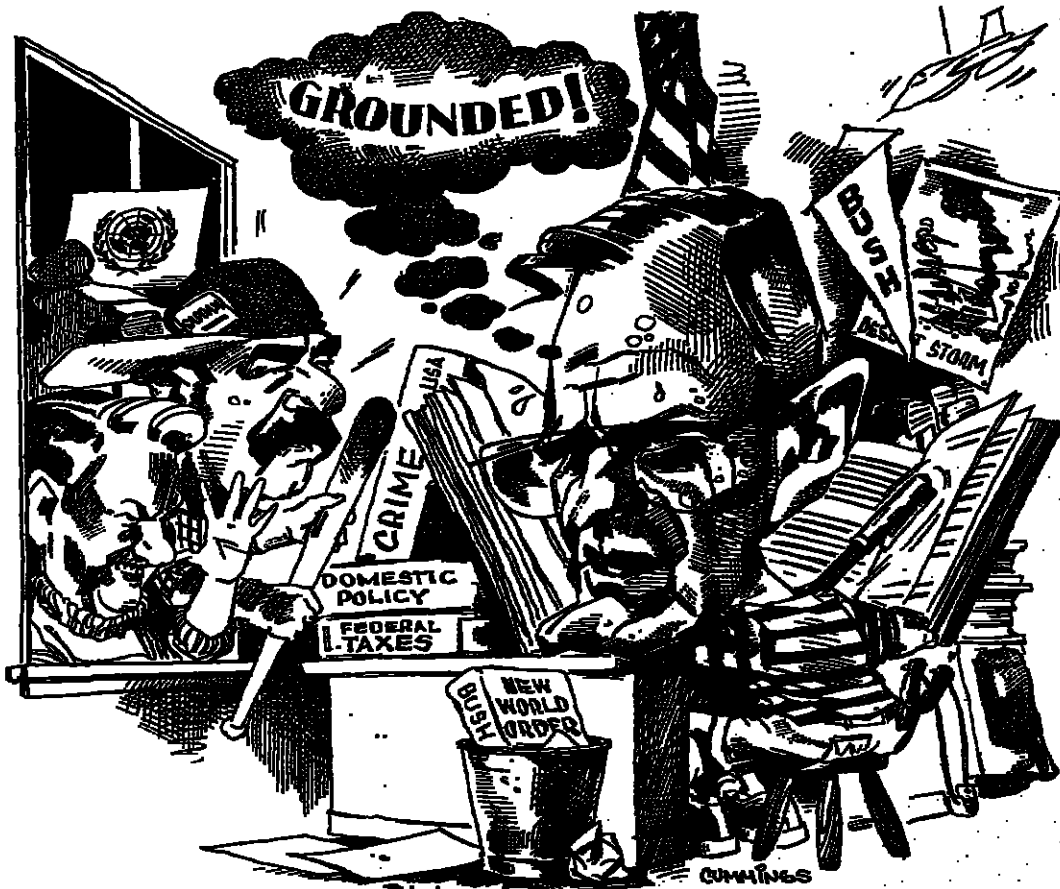
There are two quantum differences this year. First, the cold war is dead and buried alongside the corpse of the Soviet Union, presenting a different set of challenges to the presentation of foreign policy by the two candidates. Second, as recent events merely confirmed, Mr Clinton does not fit the Democratic type. Indeed, he sometimes seems to have lifted a lot, with nuances, from the Republican handbook.

The Clinton logic is to accept that the cold war is over, not to quibble over why, but instead to try and solve new problems. Anthony Lake, his foreign policy adviser, says: "At a moment when history has turned, experience is not necessarily the first qualification." The Bush premise is to explain why it was won, his role in the victory and to argue that the experience gained is too invaluable to discard in still tricky times, exemplified by Iraq and Bosnia.

This could make for a fascinating general dialectic if the country was listening. As Mr Bush likes to point out with scorn, the Democratic nominee devoted precisely 143 words – or one minute – of his 54-minute acceptance speech to his convention to foreign policy. But Mr Clinton is probably closer to the public ear than is Mr Bush, insulated in the White House cocoon. The president will make much of his Gulf war victory when he speaks to his convention in Houston next week and is wheeling out Mr Reagan for an opening night keynote address on foreign policy. But Mr Bush's own advisers concede that things have changed to the

The end of the cold war has recast the foreign policy debate in this year's US presidential campaign, says Jurek Martin

New scripts for Bush and Clinton



point that military involvement between now and election day, especially in a Balkan quagmire that few understand, might produce little political profit. That credit, the argument goes, was used up by the Gulf war and could only be restored by the removal, by whatever mysterious hand, of Saddam Hussein.

Still, Mr Bush would be politically dumb not to capitalise on the fact that only in foreign policy is he considered the more competent. If he can catch Mr Clinton with his formal inexperience showing, he might be on to something. Gerald Ford's silly mistake in the 1976 debate, when he asserted there was no Soviet military subjugation of Poland, knocked his campaign off track for a fateful couple of weeks.

The problem is that many of Mr Clinton's positions differ little from his own. Mr Clinton has always supported financial aid to Russia, even when his party wanted it switched to US cities. He might be a little tougher on China, a little gentler on Israel and, again recently, a little bolder on Bosnia, but mostly he has supported whatever Mr Bush has said, including over the latest confrontation with Saddam Hussein. More than this, as in domestic policy, the Clinton foreign team has been phenomenally quick with its responses, so that no allegation appears on the evening news without an appropriate answer. When accused by the White House of

being "reckless" for advocating selective, UN-sanctioned bombing to relieve Sarajevo, there was Mr Clinton instantly citing an administration source (Dick Cheney, the secretary of defence, no less) for having said exactly the same thing. He now has Mr Bush himself to adduce in evidence. When charged with equivocal support for the Gulf war, the immediate counter was that Mr Bush's "coddling" of the Iraqi president in the 1980s had not done much good either.

This does make for entertaining verbal chess, demonstrating at least that Mr Clinton is no Michael Dukakis, who had no foreign policy at all. But it hardly amounts to the presentation of an alternative vision to set against the Bush record, and it does not take account of the advantages from foreign policy that any incumbent president can bring to bear on a domestic electorate. Some of them may be more apparent than real, but in Mr Bush's case this year these potentially include:

● The Middle East. The axiomatic Republican target is to get 30 per cent of the traditionally Democratic Jewish vote. Mr Clinton has been most solicitous towards Jewish constituencies, not least by keeping the Rev Jesse Jackson at arm's length, as well as by standing four-square behind Israel even when Yitzhak

Shamir was prime minister.

But that still looks thin compared with some of the achievements of the Bush administration. Not for political nothing is Mr Yitzhak Rabin coming here this week, with peace talks resuming in Washington on August 24. It is likely that the Arab and Palestinian representatives would prefer a continuation of the Bush approach to the uncertainties of a new US administration.

● Eastern Europe. There are, according to the 1990 census, 9.4m Americans of Polish ancestry, 3.5m Czechs and Slovaks, 2.9m Russians, 1.6m Hungarians, 810,000 Lithuanians and 740,000 Ukrainians. Many are working-class Reagan Democrats and many approve of Mr Bush's role in facilitating the transition of their countries of origin to democracy. The Poles will take particular note of the endorsement Mr Bush received in Warsaw last month from President Lech Walesa.

● Hispanics. More than 17m Americans speak Spanish as a first language. The Cubans, concentrated in Florida, wholeheartedly approved of Mr Bush's refusal to shake hands with Fidel Castro in Rio in June. The US-Mexican business community supports the North American Free Trade Agreement, of which Mr Clinton is increasingly critical, and may be influential in getting out what is normally a low but Democratic-leaning Hispanic vote.

● Western Europe. Mr Bush may

try to call in some Euro-chips. He virtually endorsed John Major before the UK elections, while previous German chancellors have publicly preferred a Republican. But no post-Thatcher European leader has much of a following in the US and Lady Thatcher's recent column in The New York Times on Bosnia was not complimentary to Mr Bush. Mr Clinton, neither an isolationist nor a protectionist, is also, for Europe, probably the least threatening Democratic candidate in years.

But the political calculations must also be placed in a broader context. Whatever Mr Bush and Mr Clinton say and hope, neither has succeeded yet in laying out what might be described as anything other than the chapter headings for their new world orders.

The sceptical foreign policy establishment view was very well put recently by Winston Lord, the former US ambassador to China and chairman of a recent commission sponsored by the Carnegie Endowment for International Peace to examine the US place in a changing world. "Leaders and aspiring leaders have taken two actions with respect to foreign policy – run away or run it down. We see no coherent vision at home or abroad to guide us towards the next century – not from the executive and not from Congress, not from the president and not from his opponents," he said.

Certainly neither talks much about the perennial issue of US military presence overseas, though both accept it will be cut, more deeply by Mr Clinton. Both support Nato as an article of faith, though they differ on the edges of its role, and neither has breached the balance of the security treaty with Japan. Mr Bush says Mr Clinton has already relegated the US to the status of a second-class power, but the president has himself disowned the Pentagon strategic blueprint which sought to preserve US military hegemony. Both support the UN, with Mr Clinton recommending that Japan and Germany be admitted to the Security Council.

Other foreign policy experts complain that the Republican administration after 12 years in power has finally run out of steam and ideas, as witnessed at the Munich summit and again by its recent hesitancy on both the Balkan and Iraqi counts. James Baker, the secretary of state, may be good at "fixing things" but he is presumably about to move back to manage the troubled re-election campaign, itself, as Mr Clinton points out, a reflection of Mr Bush's current priorities.

Mr Baker also has his critics. They cite his invisibility immediately after the Kuwait invasion and his long disinterest in Yugoslavia and again in the Uruguay Round trade talks; in both cases only belatedly re-awakened. They point to a lack of US clarity towards the faltering process of European integration with the new democracies to its east. Mr Clinton sums it up by describing an administration which has become "rudderless and reactive".

Neither candidate disagrees with the general proposition that for the US to retain its pre-eminence, it must revitalise itself at home. But differences over how best to accomplish this bring the election debate full circle to where it started – with foreign policy on the margins and both candidates saying "trust me". The debate was certainly more distinct when the cold war was raging and, if push comes to shove in either the Balkans or Iraq, it may become more distinct again.

PERSONAL VIEW

Hard lessons of Somalia's suffering

By Julian Ozanne

THE violence and famine unfolding in Somalia have left many people – both inside and outside the international relief agencies – shocked and shamed by their inability to prevent one of the world's most dire humanitarian disasters.

Few participants in the relief effort will emerge from the catastrophe with their reputations unscathed. Some courageous non-governmental organisations (NGOs) stand out for special praise, however. The Red Cross, Doctors Without Borders and SOS Kinderdorf have kept their flags flying in one of the most dangerous situations ever faced by aid workers. But the United Nations, the organisation which should have provided the lead, has failed to respond adequately to the crisis.

Citing issues of sovereignty and the great danger of operating in the country, the UN has dithered. Only in the last few months has a big humanitarian effort begun to take shape. With every day of delay, the task of recovery has become harder as Somalia slips further into anarchy.

Mr Mohamed Sahnoun, the UN special envoy to Somalia, summed it up last week in a remarkably candid and self-critical press conference in Nairobi. "If only we had intervened before November," he said. "Because of that delay, we now pay the price."

Belated efforts are now being made to tackle the humanitarian disaster, but in the meantime the lessons that have been learned in Somalia need to be put into action if

further Somalians are to be averted in Africa. An early response to an unfolding disaster, better funding of NGOs and a re-examination of the concept of sovereignty are critical.

For Somalia itself, the international community urgently needs to make high-level assessment visits; provide the right type of food in bigger quantities; fund efforts to get supplies into the interior; begin creating self-sufficiency rather than food-aid dependency; and, for the long term, undertake a massive development aid programme.

For several years there has been a suggestion that a well-funded disaster relief office be set up at the UN.

It should have the power to act swiftly and effectively without bureaucratic delay. The west should support such an initiative and provide it with ample resources.

Governments must also massively increase funds to the NGOs which often prove very effective at moving swiftly and reaching those most severely in need. Last week Mr Sahnoun paid tribute to the NGOs which remained in Somalia despite fears for the safety of aid workers.

The west must also stop dealing with local warlords who have no popular mandate as sovereign governments. For months protracted negotiations were undertaken between the UN and Somali warlords who control parts of the country. Thousands died during these diplomatic exercises.

Gen Mohamed Farrah Aideed, one of those warlords, continues to oppose the UN sending in blue-berets to safeguard humanitarian personnel and operations which most aid workers believe are vital to prevent many more deaths. This type of obstruction must stop. The humanitarian imperative should take priority over such sovereignty issues.

There are many practical measures which the west could take immediately to help ease the suffering in Somalia. The first is to send a senior team of officials to see the situation for themselves. Last week's visit to Somalia by Mr Bernard Kouchner, the French health and humanitarian action minister, has done much to publicise the plight of Somalia and spur the world into action.

Experts working in Somalia say it is critical for governments to increase their food pledges. However, governments should be selective in their donations of food – sending wheat, maize, and sorghum while avoiding high-value commodities such as rice and vegetable oil, which often attract violence and looting. Whenever high-value commodities are distributed, such as a recent Saudi Arabian shipment of food packages, the death toll rises as gunmen battle to grab the valued goods.

In the short term, it is vital to get food distributed outside of Mogadishu to prevent starving people abandoning their homesteads and walking to the city in a desperate search for food. Ten of thousands of people have already flooded into the city and their presence has increased the violent squabbling over scarce resources. Getting food to the interior of the country would prevent Mogadishu swelling even further, and thus would reduce the security problem.

Sending food is only a short-term measure

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Widespread banditry currently robs aid moving food by road, so a massive and costly airlift needs to be undertaken. The UN is presently studying the logistics of an airlift operation but so far the funding for it has not been pledged. Sending in food alone, however, is merely a short-term measure. Food aid traditionally creates dependency. It takes people off the land and brings them to feeding centres, making them reliant on handouts. It is important from the very beginning that seeds and tools are distributed alongside food aid to make sure that next year Somalis will be able to feed themselves. Reviving the animal husbandry service, which

is now non-existent, is also critical to the self-sufficiency of Somalis, because livestock will be the only significant export and source of revenue for the foreseeable future.

Finally, it is important to remember that much of the present crisis in Somalia is the result of dire poverty which reflects the lack of an effective western-funded development programme.

For years development resources were poured into ill-conceived projects in Mogadishu at the expense of the impoverished countryside. The disenfranchised rural population became intent on redistributing the centralised wealth of the country by force and settling old scores. When law and order breaks down, it is the fighting over scarce resources as much as any ideological or tribal rivalry that fuels the conflict. In Somalia, looting has become a means of wealth redistribution. The west is going to have to aid Somalia massively, for years to come. But more importantly it must put into place effective programmes which spread wealth equitably if poverty and the cycle of violence that it breeds are to be eradicated.



A sale that promises to pay on delivery

Roland Rudd looks at the options being considered by the government for privatisation of the Post Office

A "For Sale" notice has been hung outside Britain's Post Office. Mr Michael Heseltine, trade and industry secretary, wants to free the corporation from what he calls the "shackles" of public ownership.

So far, the government has not yet committed itself to privatisation. But for the first time it is willing to consider selling off Europe's most profitable nationalised postal service. The Post Office's record pre-tax profits of £247m for the year to March 28 included the loss-making Parcelforce, which is now to be sold as a separate unit. By deciding to shed Parcelforce the government has made the Post Office a more attractive proposition for investors.

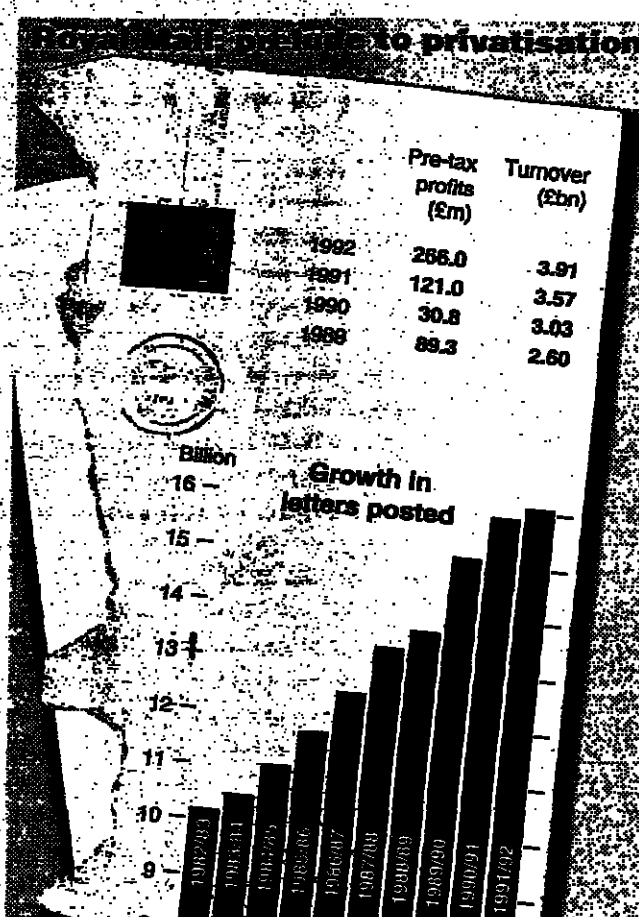
What is potentially on offer is Post Office Counters (shops selling stamps and other postal products), which made a profit of £28m in the year to March, and Royal Mail, which handles 61m letters a day and increased pre-tax profits by almost 120 per cent, from £121m to £266m, during the same period.

It is, therefore, not surprising that when Mr Heseltine recently announced a government review of the Post Office's structure and organisation, to run until the end of the year, private postal operators warmly applauded his decision, as a precursor to possible privatisation. The operators are now expected to submit proposals on how the Post Office could best be transferred from public to private ownership.

The government has said it is prepared to look at everything, including breaking the Post Office up or selling it off as a whole to a single buyer. However, the path it takes is likely to be dictated by the proposals submitted by the private sector. So far three options put forward by private operators and one from the corporation's own managers are under consideration.

● The splitting-up of mail collection and delivery. Securicor Omega, the biggest independent parcels business in the UK, has informed the government of its interest in collecting letters from post boxes and transporting them to Royal Mail offices for final delivery. Mr Pat Howes, chief executive, says: "We have the infrastructure to provide a significant service for the Royal Mail."

Other companies interested in sorting and transporting letters include Bricco, the only company licensed to carry letters below the cost of the £1 Post Office monopoly on condition that it only handles business mail.



● Companies could be encouraged to bid for part or all of the Post Office.
TNT, the Australian-owned courier and parcels group, has long been interested in delivering letters in the UK if the government gave it the exclusive rights to compete with the Post Office.

The idea was rejected by Mr Nicholas Ridley when he was trade and industry secretary in 1988. But there are indications that TNT has changed its position slightly, and may now be more optimistic about its chances: it may bid for, or take over, the Post Office.

● Private postal operators could be licensed to compete with the Post Office in different regions of the UK.
Mr Michael Kane, managing director of Business Post, an express delivery service that

operates throughout most of the UK, says he would like to see the Post Office, which could remain a nationalised monopoly under this option.

However, since the Post Office is so big, Mr Kane suggests that private operators be given the exclusive right to offer the same service at the same price in different regions across the country. The Post Office would then face competition from a range of private operators. But no one private

operator would compete against another.

The most striking feature about the four options is that they all envisage a regulated market with restrictions on the right to compete with the Post Office.

Mr Heseltine has reiterated the government's commitment to the proposals in the Citizen's Charter on the Post Office, which suggested lowering the monopoly on letters under £1 to a level closer to the price of a first-class stamp, currently 24p.

This commitment poses a dilemma for the secretary. If he introduces unfettered competition, then it would be unlikely that the private sector operators would be interested in privatisation; if he keeps the monopoly more or less intact, then he would have broken a government pledge.

Mr Pat Lupo, chairman and chief executive of DHL, the international courier company based in Brussels, agrees that the Post Office only looks attractive to potential bidders because it is a nationalised monopoly. Apart from its letters monopoly, Mr Lupo says the Post Office benefits from other privileges inherent in being a nationalised company. He cites the example of Customs. Packages sent by nationalised postal offices throughout Europe are not subject to the same rules as the private operators, which are required to fill in longer custom forms.

"We would welcome the opportunity to compete on an equal basis," says Mr Lupo.

Mr Heseltine is no doubt aware that he has a difficult balancing act to perform. It may be possible to sell the Post Office and introduce some competition. But if he tilts too far in favour of competition he may find himself with a very short queue of buyers.

Statisticians Sir Claus Moser, who has been warden since 1984, will reach the normal retirement age of 70 in a few months time, and a straw poll of dons has already decided in Mr Moser's favour. A formal election will take place during the coming academic year and Mr Moser will be in his new job by October 1993.

Fleming - one of the UK's brightest economists - was an undergraduate at Trinity College, has studied and taught at Nuffield and Oriel, and still lives in Oxford.

Given that Wadham is not one of the richer Oxford colleges, Fleming is likely to spend a good deal of his time on the fund-raising for the college and free-lancing on his own account.

Taking flight
Some listeners to the test transmissions for Classic FM, the UK's first commercial classical music station, appear to have become hooked on birdsong.

They have begun writing to the station wondering that they will no longer be able to hear nightingales singing in Berkeley Square, or anywhere else for that matter, after the September 7 launch. Immature of Her Majesty's prisons, who spend a lot of time thinking about birds, have been requesting tapes and the news desk of the East End Independent newspaper in Glasgow plays it all the time to calm tattered nerves.

Chain reaction
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LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

Business rate fuels inflation

From Mr William Johnston.
Sir, Samuel Brittan (Economic Viewpoint, August 6) has missed a fundamental point in his discussion. Probably, of more concern to most retailers is the issue of the Uniform Business Rate (UBR), which will contribute more to inflationary pressures in the short term than the upwards-only rent review.

The tax has been particularly onerous to retailers who have suffered most due to the distortions created by an over-revaluation which occurred in 1988. As a result, tenants are having to pay rates calculated on rental values close to the peak of the market. When the tax was introduced in 1990, in order to soften the blow the increase in rates was restricted to a rise of 20 per cent per annum. Therefore, many occupiers are having to suffer an annual increase in their fixed costs due to the phasing-in of the tax.

In addition, every business occupier in the country - not only retailers - will suffer an annual increase in their rates geared to the rise in the rate in the pound multiplier which is indexed. There is no respite until 1995 when the next revaluation is instituted based on 1993 rents. However, all this will do is iron out additional regional distortions created by the property crash. The rate in the pound will still be indexed to the RPI and set annually.

At least those stuck with upward only rent reviews revised in 1988 will be guaranteed that their next review in 1993 will not increase due to the collapse of the market. They will not have to consider a rental increase until at least 1998. In real terms rents will have fallen and many occupiers will be facing lease expiries allowing them to enter into more adaptable leases.

Therefore, I put it to you, which is more inflationary? William Johnston, Industrial Bank of Japan, Bracken House, One Friday Street, London EC4A 3JA

German rivals would see ICI demerger argument as spurious

From Dr Razzen Sally.
Sir, Before we are carried away on the wings of City euphoria in the wake of the ICI announcement ("ICI sets out radical plan to split its operations", July 31), it may be instructive to compare ICI with the international chemical industry's pace-setters, Hoechst, Bayer and BASF. For them, the argument - used by Sir Denys Henderson, ICI's chairman, to justify the demerger of having separate technologies catering for discrete, bounded production lines, is spurious. They are intent on reaping economies of scope (the diffusion of generic technologies, of management expertise and vocational skills, across broad product ranges and production processes). They also seek scale to leverage competitive advantage.

There is little evidence of their diversifying into unre-

lated product areas; rather they penetrate the spectrum of the chemical sector, with the crucial proviso that relevant organisational capabilities and massive financial resources be seen through to successful product commercialisation.

Also of prime importance to them is to build up long-term, stable and solid relationships with a range of "stakeholders", not only Mittelstand suppliers and clients, but also unions, works councils, chambers of commerce, universities, research institutes, industry associations and public authorities. Such links are a means of reducing "transaction costs" (to use the economic jargon) in creating and improving advantage, particularly in upgrading human capital within the firm and in diffusing technology. Hoechst, Bayer and BASF have organisational capacities and financial resources to add

value across the span of the chemical sector, and they are embedded as science-based manufacturing firms in the conducive environment of Germany's social market economy.

ICI's financial weakness has led it to a strategic change of direction that is heavily reliant on short-term, reductionist financial criteria. Given its current competitive problems, the decision taken may well be the least-worst option available to it for the longer term.

Finally, one has to bear in mind the external constraints of this policy choice: shareholder pressure and a British home base that leaves much to be desired for technology-driven large industrial firms. Razzen Sally, research associate, INSEAD, Boulevard de Constance, 77305 Fontainebleau Cedex, France

Employers cannot make law on disabled work

From Mr R Gilbert.
Sir, Your report ("Most employers found to flout disabled quotas law", August 3) misses the point. Employers cannot make this law work. The quota system is unsatisfactory and there is no obvious way of making it effective, as the Department of Employment's 1990 Consultative Document "Employment and Training for People with Disabilities" clearly stated.

According to a study by Social and Community Planning Research carried out for the government in 1990, if all people with disabilities in work were registered, the likelihood is that the 3 per cent quota level would be exceeded. But there is no compulsion to register and many people with disabilities object strongly to such categorisation.

People with disabilities can be exceptionally valuable employees. More employers need to be aware of what they can offer and how they can be developed - many managers,

for example, remain unaware of their generally favourable sickness records.

For that reason the CBI has urged the government to replace the outmoded and inoperable quota system with a strengthened and improved code of good practice and to create a more effective framework of encouragement, training and support. Until such a change in policy is effected, studies will inevitably show the quota system failing to work.

R Gilbert, director, Employment Affairs Directorate, CBI, Centre Point, 103 New Oxford Street, London WC1A 1DU

Economic cure

From W B Fox.
Sir, The learned treatise by the pharmacist Mr Barry Riley ("The Long View: 'Secrets of the drug culture', August 1) concerning the various drugs which have been used to treat the long-term illness of Mr Brit Economy was very interesting.

However, having been intimately acquainted with this sick gentleman for 80 years it is obvious that to avoid terminal decline, it is essential now to administer large doses of pragmatism and common sense. W B Fox, 1 Bradley Park Road, St Marychurch, Torquay

Investments in energy

From Mr David Ross.
Sir, David Porter (Letters, August 5) and I J Blakey (Letters, August 7), from both sides of the energy argument appear to be overlooking the fact that the £126m subsidy paid to Nuclear Electric is intended to outlast the needs of the nuclear industry. It is part of the Non-Fossil Fuels Obligation, introduced to subsidise energy sources other than coal and oil to maintain diversity.

If we are to move away from the burning of pollutants such as gas, coal, oil and uranium, we shall have to invest in building the structures, such as wave and offshore wind power stations along with tidal barrages, that will ensure all our energy futures. That must mean a continued payment of at least 11 per cent of electricity bills until the capital investment has been amortised.

It may be some consolation to recognise that without diversity we would be dependent on world prices of finite fuels which are bound to increase as demand grows, resources diminish and a captive market competes for supplies.

As to nuclear power, the French have shown that even with extensive development and serial production, it needs continued government subsidy. David Ross, 55 Ruskin Park House, Champaign Hill, London SE25 8TQ

Who will pay for education?

From Mr Nigel de Gruchy.
Sir, One of the many questions not even raised in the recent Government White Paper on the future of the education service, "Choice and Diversity", is the relationship of the council tax to expenditure on education. The government clearly envisages the eventual demise of local educa-

tion authorities. The Funding Agency for Schools will largely take over the LEA function. Who will then be responsible for raising the council tax to finance its part of the education service? Nigel de Gruchy, general secretary, NASUWT, 5 King Street, London WC2

Abbey National house sales plan has flawed basis, ignores realities and is likely to fuel inflation

From Mr Philip Bedos.
Sir, Abbey National's proposal to revive the housing market ("House sales boost urged as prices fall further", August 4) is flawed in terms of cost and of long-term economic prudence.

The current housing malaise is caused by deep-rooted problems within the UK economy - exacerbated by excessive borrowings to finance home purchases in the 1980s. It will not be solved by implementing short-term palliatives.

The scheme is flawed because:
● Insisting that home-owners reinvest their tax credit in property is unlikely materially to reduce the level of debt in each household and therefore unlikely to improve confidence and consumer spending;
● Even if all 375,000 home-owners with "negative equity" were to use the scheme it is doubtful that it would stimulate the housing market sufficiently to offset the dampening effect caused by record repossession;

● It is manifestly unfair that particular individuals, no matter how distressed, should enjoy a free option funded by the taxpayer;

● The recession may finally persuade the public that home ownership is not a one-way bet and act as a brake preventing the speculation of the 1980s. Hopefully this would persuade individuals to release savings for productive investment;
● As Lex (August 4) rightly contends, effectively underwriting loans would improve the quality of the lender's assets, but it would also improve the credit-worthiness of those lenders. This would allow these lenders to raise capital more cheaply than they might otherwise deserve to the detriment of other issuers. Surely this government would not wish to be a party to such a distortion in the markets?

Philip Bedos, 57 Woodhall Lane, Welwyn Garden City Herts AL7 3TG

From Mr Andrew Shenton.
Sir, Has Abbey National lost sight of the fact that houses are for living in? The days of houses simply being profit centres are gone. If the British consumer now wishes to live in his/her home for a period of years rather than months, then that is for the better.

During the late 1980s we endured the peaking of a speculative bubble that had been gradually inflating since the early 1970s. Unfortunately some lenders, when given a free rein, have run riot and the 1990s will be a sombre consequence of this.

The government does not ask for taxes on the profits made on residential property; it is fair, therefore, to seek credits when those profits are not realised. Andrew Shenton, Roman Financial Facilities, Roman House, 3 Swan Street, Wimslow, Cheshire SK9 1HH

From Mr Jeremy Kilner.
Sir, Houses are a commodity, with several hundred thousand a year being either built or coming on to the market as a result of the death of the owner.

Until this fact is realised and house prices drop to a point that reflects the cost of building without any allowance for the site cost, then the house market will continue to stagnate.

The site value is limited to any alternative use - which in the case of farmland would represent less than £100 per plot. Jeremy Kilner, Choppers Mill, Holmfirth, Huddersfield HD7 1RW

ing of the £30,000 Mins cap on standard rate tax relief.

It is the buyer who requires financial assistance over the term of the mortgage to encourage him to take on additional borrowings, particularly at a time of high real rates of interest.

Michael L Byrne, Michael L Byrne & Co, chartered accountants, 162 Bebbington Road, Bebbington, Wirral, Merseyside L63 7NX

From Mr Mark Antrobus.
Sir, Abbey National's proposal to revive the UK housing market would encourage a further cycle of house price inflation, as seen in the mid- and late-1980s. This is irresponsible.

To prevent the misery and costs of repossession is another matter, which would be best served by the introduction of a means-tested housing benefit for owner-occupiers. It should be available for a limited period of, say, five years (with a less generous scheme available thereafter) and be financed in total or in part by the phasing-out of mortgage interest tax relief - in conjunction with falling interest rates, I would hope.

Mark Antrobus, 2 Vinson House, Chesham Street, London W1 6TS

From Mr Terry Blockside.
Sir, Abbey is getting into bad habits by wishing to throw money at the housing problem. The housing market's overriding problem is oversupply. Homes are no different from any other abundant commodity in experiencing a price fall. Sideline the incidental problems; the basic cause of the malaise is too many vendors chasing too few buyers.

A remedy is to regulate supply. Since this will not happen naturally, a capital gains tax on all homes sold within the first five years of occupation would produce this effect. Exceptions could be made to cover essential sales caused by

job relocation, down-sizing on retirement or redundancy, and for moves to cover the expansion of a family by birth or by accommodating an elderly or dependent relative. Terry Blockside, 25 Morefields, Tring, Hertfordshire HP23 5EU

From Mr Steven Rowe.
Sir, Compared with West Germany, France, the US and Switzerland, the UK has an unhealthy proportion of properties in owner occupation. In the last 20 years, the government's stance on home ownership - not to mention its attempt to turn Britain into a nation of speculators in stocks and shares - has been responsible for helping fuel inflation and encouraging a something-for-nothing mentality.

Although it is difficult to see an easy short-term answer to the problems in the housing market, a healthy private rented sector is clearly vital to the long-term financial health of the UK.

Via the business Expansion Scheme, the government has addressed the supply side of the problem by giving generous tax incentives to encourage private landlords. But there has been little positive action to try and make long-term renting more socially acceptable and via "right to buy" and "rent to mortgage" schemes, the government still encourages the damaging Thatcherite ethos of home ownership for all - at all costs.

Encouraging more people to become capitalists may be a sound ideological concept for a Conservative government - but the long-term effect of this policy can only be the erosion of the work ethic. A nation of Sids may look good on the drawing board - but I have my doubts about what it will do for the balance of payments. Steven Rowe, 63 Curson Street, London W1Y 7PE

An age old problem

Why is it that some big companies are so reluctant to publish the age of their directors and how long they have been on the board? Surely shareholders shouldn't have to turn up at the age just to check whether their representatives are in their forties or their eighties.

Marks & Spencer, for example, is one blue-chip company, which maintains a discreet silence on the subject. No wonder its annual report doesn't win the same accolades as its merchandise. Lord Forte, an executive director and chairman of Britain's largest hotelier, is in his 84th year and has been a director for over 50 years, although you couldn't tell it from his company's annual report. Nor can you tell whether Forte's board is packed with young turks or elderly time servers.

By contrast, Land Securities, one of the few solid pillars in the property world, makes no secret of the fact that one of its directors, 78-year-old Richard Caine, has been on its board since 1949. Old men have their uses, and Land Secs deserves to be congratulated for its openness in reporting its affairs.

Meanwhile, Observer offers a bottle of finest malt to anyone (Forte directors excepted) who can prove that they are the longest-serving director of a FT-SE 100 company.

Singapore date

Recognition at last. Members of Singapore's state-sponsored dating agency, the Social Development Unit, were allowed to march in the country's national day parade

No fishing

Senior executives at Companies House, the government's company information agency, were caught on the hop last Friday by a one-day strike in reaction to plans to shirk up to 80 of the 1,150 staff.

During previous strikes, they have tried to keep operating normally using tactics such as cancelling all holiday leave. That might have helped this time except for one problem: the chief executive had already gone on holiday.

Bright light

Did you know that smoking one pack a day of Brazilian cigarettes provides the equivalent radiation dose to two chest X-rays?

The Physics Institute of São Paulo University has discovered that fertilisers used in the cultivation of Brazilian tobacco contain dangerously



high levels of uranium. Some popular brands contain 11 times as much radioactivity as American cigarettes. It gives a whole new meaning to the term "lighting up".

Oxford calling

John Flemming, the energetic chief economist of Jacques Attali's European Bank for Reconstruction and Development, is not the first officer to jump ship. But he is the most senior, and his planned return to a less turbulent academic life will leave a nasty hole at the top of the two-year-old institution.

Flemming's decision to join the EBRD less than two years ago did much to establish its credibility in the City. He had been number four in the Bank of England hierarchy and during his six years as chief economist had done much to increase the Bank's standing in the economics profession.

Admittedly, his departure from the EBRD is still some way off. But it sounds as if the 51-year-old economist is going to be the next warden of Wadham College, Oxford.

Violence tops agenda in S Africa

Michael Holman and Philip Gawith assess the ANC's week of protest

SOUTH AFRICA'S week of protest came to a subdued conclusion over the weekend, overtaken by the prospect of a United Nations observer mission to the country and a call for a thorough investigation into the security forces.

The disclosure that Mr Nelson Mandela, leader of the African National Congress, spoke to President F.W. de Klerk by telephone on Friday - the first direct communication between the two men for weeks - fuelled speculation that an early resumption of the stalled constitutional negotiations was likely.

Whether the week of protest played a significant part in bringing the two parties together is debatable. An ANC official said yesterday that the two-day general strike on Monday and Tuesday and marches during the rest of the week had strengthened the ANC's hand.

But if the objective was to force Mr de Klerk to concede to the early implementation of measures leading to majority rule, there is little evidence of success. Government ministers continue to talk in terms of power sharing

- a concept which envisages guaranteed minority representation at all levels of government.

In the meantime, the need to curb political violence remains a critical issue. The judge leading South Africa's official inquiry into township killings has called for a full-scale investigation of the country's security forces and the military wings of political organisations.

In a weekend statement, Mr Justice Goldstone urged the government to act on recommendations made by Mr Boutros Boutros Ghali, UN secretary-general, in his report to the Security Council on Friday. Mr Boutros Ghali proposed that about 30 UN observers be stationed in South Africa to help curb political violence.

For some years, Justice Goldstone said, "there had been widespread and serious allegations" about the unlawful activities of the South African army and police, as well as the guerrilla wing of the ANC and the police force of the KwaZulu homeland.

Piecemeal investigations will do no more than "scratch the surface of the widespread percep-

tions which make all of these agencies the object of mistrust, distrust and suspicion".

Turning specifically to the South African Defence Force and police force, the judge said that, unless they were "fully investigated by a neutral and reliable body, they will have no prospect of receiving the trust, confidence and co-operation of the South African public".

The police investigation of the Boipatong massacre in June was criticised last month by a British criminal expert attached to the Goldstone commission. This was followed by allegations from a prominent pathologist that police brutality had been responsible for scores of the deaths in custody that he had investigated.

The judge also noted that the continued existence of the ANC's guerrilla wing had been a cause of complaint, especially from Chief Mangosuthu Buthezi's Inkatha Freedom party.

At the same time, commented the judge, the activities of the KwaZulu police force had come under question. "It is widely per-

ceived to be a force acting as the arm of the IFP."

In short, he concluded: "The commission believes that, if it is not able to investigate fully the operations of these agencies, it will not be able to carry out its mandate of making recommendations for curbing the violence."

The judge also raised the possibility of offering an amnesty to members of organisations allegedly involved in violence, saying this "would make the work of the commission more efficient and searching".

The grudging response of the police to criticism of their Boipatong investigation, and the truculent conduct of SADF counsel at the Goldstone commission, suggests that both parties remain reluctant to open their activities to detailed scrutiny.

Indeed, observers believe that without amnesty provisions, their co-operation will be difficult to obtain.

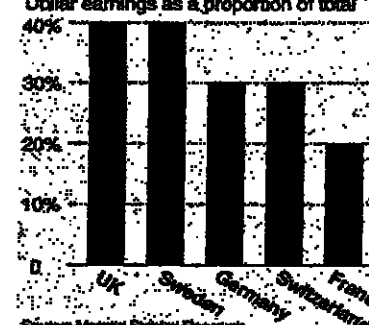
As for Mr Boutros Ghali's recommendation that UN observers should be sent to South Africa, Mr de Klerk has already made clear that he supports such a proposal in principle.

THE LEX COLUMN

Loss in translation

Corporate earnings

Dollar earnings as a proportion of total



Source: Morgan Stanley Research

The weak dollar has added an unwelcome element of uncertainty to the already shaky earnings outlook for UK companies. Real earnings growth looks elusive on cyclical grounds, but the latest batch of profit downgrades from brokers also contains a currency component. Dollar profits will suffer on translation into sterling. This will act as a brake on earnings in the second half of the year and possibly beyond.

UK companies are more exposed than their continental European rivals. As the chart shows, some 40 per cent of UK quoted company earnings are, in one way or another, dependent on the US currency. Sales in the US market account for about 25 per cent of total profits reported by UK quoted companies. The balance is made up of profits from commodities priced in dollars and earnings in currencies which are closely linked to the dollar. Compared with last year, the translation impact of the weak dollar is not yet severe. Even if the dollar remains at around \$1.90 against sterling, the average rate for the year as a whole is unlikely to be far from that of 1991. Until recently, however, the market was anticipating a currency benefit. This has now been stripped out.

Among the bears, Morgan Stanley does not anticipate a dollar recovery until the second half of next year. On this basis alone it has trimmed its UK earnings growth forecast from 17 per cent to 13.5 per cent for 1993. The select group of UK companies which hedge translation exposures, such as TI Group and BOC, aim to iron out these fluctuations in earnings. But this brings no discernible lasting benefit to their share prices. Indeed, it is questionable whether a company should hedge a pure accounting phenomenon by taking a view on exchange rates. Investors might prefer to take the view themselves.

US economy

The latest US unemployment figures leave the Federal Reserve in a cleft stick. The economy is growing, which in the UK would be enough to raise a statue to the chancellor, but the recovery is still very weak. US growth may be around 2 per cent this year, and a little more next year. That is not enough to stop unemployment rising, exacerbating the Fed's political difficulties with the administration.

Mr Alan Greenspan, the Fed chairman, thus has a difficult decision to make. At the risk of frightening the

bond market, he could cut short term interest rates once more, hoping to spark consumer confidence. Alternatively, he could hold off, gambling that the Fed's tough anti-inflationary attitude will help long yields fall, stimulating the housing market. Ideally, he would wait for a clearer picture, but once the presidential election campaign formally starts in September, interest rate cuts would look partisan. By selling dollars heavily on Friday, the foreign exchanges took the view that an early rate cut was possible. The Fed intervened to stem the fall, but more significant is the way Mr Greenspan has dragged his heels over previous rate cuts. At this stage, falling long term interest rates are more important for the recovery in the economy. The Fed will not let haste threaten that prize.

Gilts

Long gilt yields scarcely flinched after the Bank of England announced on Friday that it had scheduled an auction of long-dated stock later this month. That suggests there is still enough demand from domestic institutions to absorb the £2bn to £3bn in stock which will be on offer. But the Bank also has little choice. It cannot afford to disrupt its funding programme so it must simply assume enough domestic demand to satisfy its needs. Exchange rate worries mean gilts are receiving little support from overseas at present: witness the softness of prices in the 10-year range normally favoured by foreign buyers.

Sooner or later, however, the government will need the help of foreign investors too. While equities remain weak, it may be natural for UK institutions to put new cash into gilts, especially if they believe inflation will

eventually fall to almost nothing. Investing at the long end not only fits with their liability schedules. It is also the point on the maturity spectrum best insulated from the turmoil that would follow any increase in base rates to protect sterling.

Yet these same investors also have to consider that, despite the market's frenzied optimism in the immediate aftermath of the election, the total return on gilts bought at the April auction has barely exceeded that on cash. Doubtless they would be quick to redirect their attention to equities at the first sign of real life in that market. The hope must be that the same factor which eventually revives shares will also rekindle the enthusiasm of foreign investors for gilts. A devaluation will hardly fit the bill. Doubts on that score are liable to remain until after next month's French referendum on the Maastricht treaty. The Bank must be hoping they do not get strong enough to discourage domestic investors as well.

German banks

It is tempting to see the 3.2 per cent fall in Deutsche Bank's first-half operating profits as the harbinger of disappointments to come in German banking generally. The figure contrasts, for example, with a 17.5 per cent increase in Commerzbank's interim profit and even higher growth rates at the Bavarian banks. Yet while Deutsche's results do bear the hallmarks of a slowing economy, there also appear to be special factors at work. The bank is paying the price for expanding into eastern Germany where its new customers are becoming more sophisticated about wanting higher-yield accounts. This partly explains the squeeze on interest margins.

Come the end of the year, the difference with the other banks may be less striking. Most German banks are suffering some pressure on their funding costs from the inverted yield curve. First-half operating results are no guide to the impact of economic slowdown on loan loss provisions. German bank accounting in this regard is notoriously opaque, but, if the bad debts really do start mounting, Deutsche could end up with two advantages. First it almost certainly has a large surplus of developing country debt provisions. Second it has at least already begun to scale back its domestic lending, placing more funds in the interbank market, even at the expense of compressing its interest income.



Share frenzy: Chinese police armed with cattle prods and batons were called in at the weekend to maintain order in Shenzhen, the country's main economic zone, as hundreds of thousands of investors flocked to apply for the right to buy shares on the city's infant stock exchange. At least one person was killed in the crush. Details, Page 4

Games success

Continued from Page 1

achieved success. Of the 64 nations to win medals in Barcelona, the three Baltic states, Croatia and Slovenia have all scored victories.

Winning opportunities for smaller countries have improved with the demise of big players such as East Germany (112 medals in Seoul), Romania (down seven medals) and Bulgaria (down 20). The Unified Team won the most medals, but some 20 fewer than last time.

The triumphs of fledgling nations has overshadowed the bickering between the Catalan government, the socialist Madrid government and Barcelona City Council over who paid what for the Games. About \$10bn was spent on revitalising Barcelona for these two weeks and ticket sales have been so high the organisers are predicting a \$6m profit.

Needless to say, there will be a price for all the energy spent. Economic growth in Catalonia, like the rest of Spain, is slowing sharply. The entire country knows that the next two years are going to demand great sacrifices as Madrid struggles to keep growth above 2 per cent and curb its runaway public deficits. Although Spain will bask in the afterglow of the Olympics for some time, the end of the 1992 Games marks the end of Spain's honeymoon as a democracy and as an economic sprinter.

UK paper recycling measures undermined by cheap imports

By John Thornhill

THE UK's capacity to recycle waste paper is being severely eroded by German environmental initiatives, making it unlikely that the industry will ever meet targets laid down by the British government, according to senior industry figures.

A glut of cheap recycled cardboard boxes from Germany, stemming from its massive national recycling initiative, has undercut UK prices by as much as 15 per cent, rendering many recycling initiatives unprofitable and leading to the collapse of several waste-collection companies.

Recycling rates for paper in the UK are dropping from a high last year of 34 per cent. This year, recycling capacity for corrugated board has been cut by 157,000 tonnes, 10 per cent of the sector's total.

The newsprint sector has also come under pressure as a result of cheap Canadian imports. Overall, the UK recycles 3m tonnes of waste paper a year.

The British Paper and Board Industry Federation said: "The increase in consumption of waste paper has been at a lower rate than the overall increase in paper and board consumption in the first two quarters of 1992."

This is the first time that such a trend has occurred for many, many years. It is an alarming statistic.

Mr Peter Williams, chief executive of David S Smith, the UK's biggest waste paper collector and recycler, said the situation in the paper packaging sector had now reached "crisis proportions".

In the absence of government intervention, he suggested the UK paper industry would never achieve the recycling targets laid

out in the UK's 1990 environmental policy paper, let alone those proposed in the European Commission directive on packaging waste, which was released last month.

This stipulated that 60 per cent of every class of packaging material should be recycled within 10 years of the directive's implementation.

The UK government is currently studying a consultant's report into the most effective means of applying economic incentives to stimulate greater rates of recycling.

But, unless such measures are introduced quickly, the paper industry fears it will become increasingly difficult to recover ground lost to other European countries, which have moved much faster and further in introducing environmental legislation.

West split over intervention in Bosnia

Continued from Page 1

particularly from Governor Bill Clinton, his Democrat presidential opponent, that he was reacting too cautiously in the face of a human tragedy.

"If informing the American people step-by-step is not good enough, well, I'm guilty," said Mr Bush. "I'm getting sniped at

politically, but I will not make one decision based on American politics."

With the television networks, however, constantly replaying film of the emaciated residents of Serbian detention camps - evocations of the Holocaust in the Second World War - and the weight of opinion in yesterday's newspapers coming down in

favour of US action, Mr Bush is in increasing danger of looking as inept internationally as his opponents claim that he is domestically.

A public opinion poll published by Newsweek showed that 63 per cent of Americans would favour a US lead in seeking the use of UN-backed air strikes against Serbian positions.

World Weather		°C		°F		°C		°F		°C		°F		°C		°F	
Algeria	27	81	Frankfurt	22	72	Madrid	22	72	Osaka	22	72	Tenerife	24	75			
Amsterdam	15	59	Glasgow	15	59	Moscow	15	59	Paris	15	59	Tokyo	24	75			
Athens	34	93	Hamburg	15	59	New York	22	72	Rome	22	72	Washington	24	75			
Bahamas	28	82	London	15	59	San Francisco	15	59	Seoul	22	72	Zurich	24	75			
Barcelona	28	82	Madrid	22	72	Singapore	28	82	Stockholm	15	59						
Belfast	15	59	Manchester	15	59	Taipei	28	82	Sydney	15	59						
Birmingham	15	59	Paris	15	59	Wellington	15	59									
Bombay	30	86	Seoul	22	72												
Buenos Aires	28	82															
Burkina Faso	30	86															
Burundi	28	82															
Cameroon	28	82															
Canada	22	72															
Cape Town	22	72															
Casablanca	22	72															
Cebu	28	82															
Chicago	22	72															
Colombo	28	82															
Copenhagen	15	59															
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Dallas	22	72															
Delhi	30	86															
Dublin	15	59															
Edinburgh	15	59															
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La Paz	22	72															
Lima	22	72															
Lisbon	15	59															
London	15	59															
Los Angeles	22	72															
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Madagascar	28	82															
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Manila	28	82															
Marrakech	28	82															
Medan	28	82															
Mexico City	22	72															
Miami	28	82															
Minneapolis	22	72															
Moscow	15	59															
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Wellcome plc



Sale by

The Wellcome Trust Limited

of

270,000,000 Ordinary Shares

Global Co-ordinator

Robert Fleming & Co. Limited

United Kingdom

Cazenove & Co.

S.G. Warburg Securities

Robert Fleming & Co. Limited

James Capel & Co. Limited

Barclays de Zoete Wedd Securities Limited

Hoare Govett Corporate Finance Limited

N M Rothschild & Sons Limited

Smith New Court plc

UK Public Offer

Robert Fleming & Co. Limited

Financial Advisers to the Trust

Financial Advisers to the Company

Robert Fleming & Co. Limited

Baring Brothers & Co., Limited

August, 1992

COMPANIES AND FINANCE

Forte's review likely to include board reshuffle

By Jane Fuller

FORTE, the hotels and restaurant group whose shares have recently been under pressure in the stock market, is reviewing the make-up of its board, including the position of its octogenarian chairman Lord Forte.

Although the City has been concerned about the poor performance of the hotel business during the recession and the failure to sell the contract catering arm, it is understood that the review stems from the group's efforts to refocus its activities and the age profile of the directors.

Options include the possible elevation of Lord Forte to the position of president, a post now held by former chairman Lord Thorneycroft. Lord Forte's son Rocco, who runs the business as chief executive, would then either become

chairman or the role would be made non-executive.

If he complies with the trend towards separating the roles of chairman and chief executive, a new number two position of chief operating officer may be created. Mr Alan Hearn, managing director of the hotels division, is one of the potential internal candidates.

The management review, which also penetrates below board level to tackle such questions as whether each division needs its own headquarters, coincides with Forte's effort to focus on hotels, restaurants and continental expansion. It also fits in with measures to reduce gearing and cut costs.

The downgrading of profit forecasts and the diminishing of the group's previously high stock market rating have sent the share price to less than 140p, compared with a 12-

month high of 282p.

One of the themes of the review would be to replace the old guard with new blood, particularly at the non-executive level. The current four include Mr Eric Hartwell and Mr Donald Durban, both of whom are retired executives of the group whose careers with Forte go back to the late 1930s.

Sir Charles Hardie, deputy chairman, has been a director since 1970, and the latest addition to the non-executive side is Sir David McNea, who has served nine years.

Among the 10 executive directors, a couple of approaching retirements and the proposed sale of the Gardner Merchant contract catering business will offer scope for streamlining the structure under Rocco. One possible new appointment might be Mr Tony Monnickendam, head of the restaurant division.

Pressure grows over NY Daily News future

By Nikki Tait in New York

THE future of the New York Daily News, the cash-strapped tabloid newspaper, could become clearer this week as the intricate negotiations over its future ownership come to a head.

Last week, the judge overseeing the paper's bankruptcy proceedings, set a deadline of August 17 as the time by which the paper must submit a reorganisation plan. In reality, however, this means there is intense pressure on management and unions to select one of three suitors in the next few days and move to close a deal next week.

Over the weekend, there were unconfirmed reports that the bidders were asked to have final offers on the table by this afternoon, an extension from Saturday night. The bidders include Mr Mortimer Zuckerman, owner of US News and World Report magazine, Mr Conrad Black, publisher of the Daily Telegraph in London, and a so-called "stand-alone" plan under which Silver Screen, a group of film financiers would join forces with the management.

The Daily News filed for protection from its creditors under Chapter 11 of the US Bankruptcy Code in November, following the sudden death of Mr Robert Maxwell, the British publisher and its owner.

Citicorp seeks \$650m via sale of Percs

By Nikki Tait

CITICORP, the largest US commercial bank, is planning to raise \$650m of new capital via the sale of preferred equity redemption cumulative stock (Percs).

Percs are a form of quasi-equity devised by Morgan Stanley, and offer a higher yield to investors than ordinary shares.

They gained popularity last year, with previous issuers including the likes of K mart, Sears, Roebuck and General Motors.

Under the terms of the Citicorp stock sale, which will take the form of a public offering of 32.5m depositary shares, buyers of the Percs will receive a dividend on their stock for up to three years.

At this point, each share of preferred stock would convert into one Citicorp common share.

Citicorp would have the option of converting the preferred stock to common shares at an earlier date, and the terms of the conversion could vary depending on the price of the bank's common shares.

Awaiting Sid's return to market

Maggie Urry on the argument for flexibility in the listing rules

It has been a dismal summer for companies seeking a stock exchange listing. Many of those that have come have seen their hopes of a good price and a well-received issue dashed, while some planned for the autumn have already been postponed.

The blame has been laid on the lack of interest from private investors - collectively known as "Sid" ever since the British Gas privatisation marketing campaign in 1986.

Once a regular feature of new issues, the small investor who "staged" issues, applying in the hope of making a quick profit, appears to have gone.

Has Sid vanished for ever or is he simply avoiding new issues because of the gloomy stock market background?

If Sid has gone for good then the exchange might as well change the rules for new issues so that they can be sold directly to the final holders. But it would be politically difficult for the exchange to abandon the private investor given the Government's policy of widening share ownership.

Ironically the privatisation programme, which was used to promote share ownership through low pricing and incentives to buy shares, is partly blamed for Sid's lack of interest in recent issues.

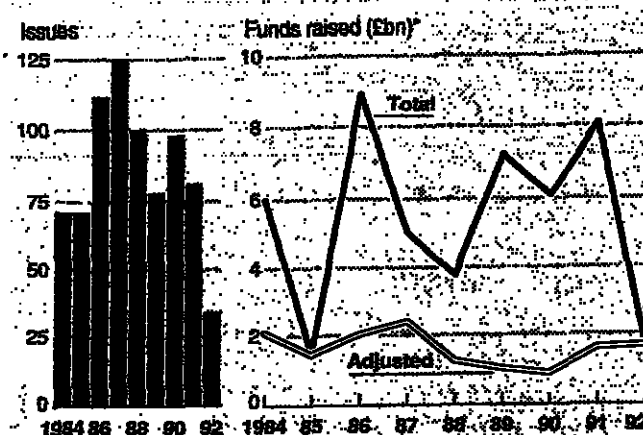
"Privatisations have spoiled the public," says one broker. While a quick profit was built into privatisation issues, other companies are trying to price their shares to match demand so that there is not too much for the stage to go for.

This summer many issues have been labelled flops, as large proportions of shares aimed at the public were left with underwriters. Meanwhile, shares were placed with institutions, apparently without too much difficulty although not always at the price the sellers would have liked.

A director of one of the leading issuing banks says: "In the old days the excitement of the stage helped the selling exercise. Now the tail is wagging the dog. You have to price an issue so it is not a total flop with the public, though the institutions might pay more."

Arguably, if a company obtains a listing, sells shares

London Stock Exchange



and raises capital, a flotation ought to be called a success.

But the ingredients of a successful issue should also include a share register with a high proportion of long-term holders and a share price which does not slump below the issue price in the immediate after-market.

Many bankers and brokers involved in recent issues believe they would have more nearly achieved these goals if they had not been required under the exchange's listing rules to make offers to the public.

Without the requirement for a public offer, the whole process of an issue could be speeded up, cutting out the market risk and allowing much finer pricing. Says one broker involved in some of this summer's deals: "In an ideal world we would book-build on Monday, price on Tuesday and start dealing on Thursday."

This would be closer to the US system where pricing is conducted after the close of business one day and the shares are all sold before trading opens the next. Buyers having been lined up in advance.

Mr David Barclay, of County NatWest, which sponsored MFI Furniture Group's flotation, says that the best way of selling shares is by directing them towards the pockets of demand. Trying to force shares on unwilling buyers will not work, he claims.

At present, the exchange's starting point is that half the shares being sold in an issue of over £30m must be offered to the public. This looks high against the latest estimate of private ownership of shares of about 19 per cent, a figure falling by 1 percentage point a year despite the Government's efforts.

One broker prominent in the new issue market says: "If the exchange insisted on 50 per cent now it would stop some companies from coming to the market."

The exchange itself has recognised the problem by indicating that it will take a more flexible attitude when applying rules for listings.

Advisers to MFI asked to reduce the public offer on the basis that demand was weak. The exchange agreed that it could be limited to 25 per cent, although MFI's advisers argued for an even lower limit.

In the end the public applied for only 15 per cent of the 137m shares available through that offer, although sub-underwriters applied for another 29 per cent. Although labelled a flop the shares went to a premium in first day dealings.

The exchange is now suggesting that in certain circumstances it would countenance a placing of an entire issue, so long as the public could subscribe to shares clawed back from the places.

Institutions which under-

write issues are not keen on the idea. They would lose their sub-underwriting commissions - 1% per cent - but risk having the shares taken from them by private investors if the issue looked attractive. A limit would have to be set on the amount available under the clawback or they would not take the placing at all.

Corporate financiers also fear that an issue would still be called a flop if the clawback was not fully triggered. It might, however, help the after-market by removing the perception that there was an overhang of underwritten stock.

An alternative they put forward is the so-called "green shoe" option which has been developed in the US. Under this the entire issue is sold, but the company can increase the offer size if extra demand comes in. This requires the company, or its existing shareholders, having flexibility over the number of shares they wish to sell.

Another idea is to approach Sid in a different way. In public offers investors apply for shares "off the page" - by clipping application forms from newspapers or copies of the prospectus.

Issuers are now experimenting with offers through financial intermediaries, although this met with little success in the MFI float. Under this arrangement firms such as regional stockbrokers, or possibly banks and building societies, sell shares to clients, taking a commission for doing so.

This would be a step towards US style offers where shares are only sold through such intermediaries. The drawback is that to give the brokers the incentive to sell US commissions are much higher than those in the UK.

US brokers have built extensive distribution networks on the back of these commissions, but in the UK this channel would only reach relatively high net worth individuals - Sydney net Sid.

Perhaps Sid will reappear when the market recovers. But if not, and while the market background is dull, companies may be better served if flotations are targeted at buyers more likely to pay up for the shares than at Sid.

Smith New Court survey shows enthusiasm remains for bonds

By Vanessa Houlder

INVESTMENT managers remain more enthusiastic about bonds than equities, according to a survey by Gallup, the research group for Smith New Court, the broker.

The survey of 97 institutions, which manage funds worth \$547bn, found that confidence in most equity markets' prospects over the coming year has slackened.

Fund managers are also cautious about the short-term prospects for equities, with the exception of the UK market.

On balance, fund managers intend to reduce their exposure to US equities and increase

their weightings of UK, other European and Japanese shares, although their enthusiasm for UK and other European equities has fallen.

Investors' enthusiasm for bonds is particularly directed towards overseas markets. UK gilts generally remain in favour, but support for index-linked gilts has waned.

The institutions are cautious about the UK economy's prospects of recovery in 1993. Almost one in five managers expect no improvement in the economic conditions by this time next year, and one in ten expect economic conditions to worsen.

Investors have downgraded their expectations of earnings

per share growth to 5 per cent in 1992 and 9 per cent in 1993.

They expect base rates to fall by only 1 per cent to 9 per cent and gilt yields to 8.7 per cent in 12 months time.

However, investors' expectations about inflation have improved. Their forecast of 3.1 per cent growth in the retail price index in 1993, compares with 3.5 per cent in the last survey in July.

The survey found that support for the UK's membership of the Exchange Rate Mechanism has not changed over the last 18 months, with 72 per cent of respondents in favour and 22 per cent against.

Aberfoyle into administration

Aberfoyle Holdings, the agriculture and security products group, is being placed into administration and had its shares suspended at 2 1/2p last Friday.

The majority of operations are in Zimbabwe. The company said its financial position had "deteriorated to the point where it had insufficient sterling funds to enable it to continue to trade".

Last November a group of dissident shareholders won control of the board, and promised to put the company back on its feet.

But Mr Kojo Owusu-Nyankyl, one of the dissidents and now a member of the board, and whose private company Crescent Africa holds a 26 per cent stake said at the week-end: "This was all foreseen last year. The cost cutting exercise was not enough. I am very disappointed".

Ewart launches attack on challenger's motives

By Jane Fuller

THE BOARD of Ewart, the Belfast-based property company where the largest shareholder has challenged the position of four directors, yesterday accused it of trying to gain effective control without making an offer.

The shareholder is Monarch Properties, a private Dublin-based property concern owning 29.2 per cent of Ewart.

It has requisitioned an egm for September 4 in Belfast seeking the removal of four Ewart directors and the appointment of two of its nominees.

Mr Phillip Monahan, who heads Monarch and is already on Ewart's board, would become its deputy chairman if the changes went ahead.

In rejecting the proposals, Mr Derek Tughan, chairman of Ewart, alleged that Monarch

was heavily borrowed, had a high-risk strategy and would try to push its assets into Ewart.

According to Mr Tughan, past attempts to get Ewart to buy Monarch assets included a stud farm near Mr Monahan's residence.

Mr Monahan also wrote to Ewart shareholders at the weekend. He said the company was misguided "to eschew all involvement in Southern Ireland".

He also strongly defended Monarch's record - stressing the avoidance of speculative development - and described its financial position as robust.

He said Monarch had no plans to switch assets between the two companies, but this would not be ruled out. Any such moves would have to comply with the takeover code and stock exchange rules.

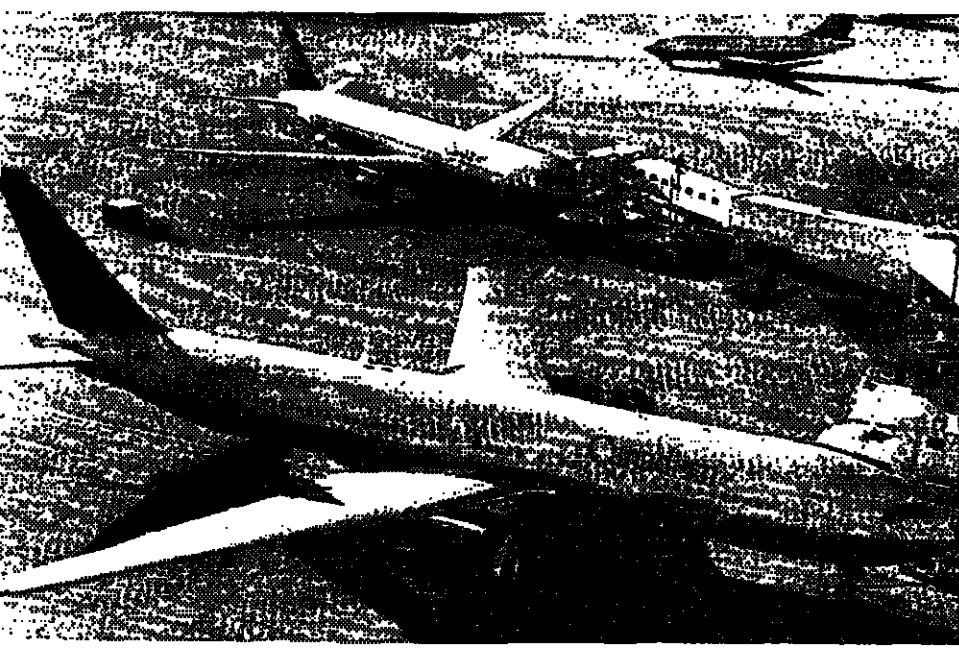
Airline workers in a spin over merger

Bernard Simon looks at the proposed link between two troubled Canadian carriers

It takes a lot for unionised workers in Canada to admit that they would rather see their employer fall into the arms of a US company than another Canadian one. But the crew on a Canadian Airlines international flight from Vancouver to Toronto last week had no doubt that they would have preferred the deal which their carrier had just shored up with American Airlines than the merger which it is negotiating with its arch-rival, Air Canada.

"It's just terrible," was the comment of one stewardess. The crew on that flight are not alone in fearing that the proposed merger of Canada's two main airlines will exact a high price. For the two carriers' entire 35,000-strong workforce, thousands of lay-offs are almost certain as a single airline moves to eliminate overlap and chop operating costs.

Consumer groups are worried that a single national airline - which has been nicknamed Mapleleaf - will result in stiffer fares and slacker service. Even shopkeepers at the country's main airports are nervous that fewer flights through fewer terminals could mean less business for them. The proposed merger, which in practice is likely to amount to a takeover by Air Canada, shows signs of inflaming ever-smouldering regional jealousies between western Canada and Quebec. Residents of Calgary, where PWA Corp, Canadian Airlines' parent company, has its head office, fret that their city will end up having to make a much bigger sacrifice in jobs than Montreal. Air Canada's home town. With such a variety of constituencies



Boeings belonging to Canadian Airlines at Pearson Airport, Toronto

involved, the merger of two of the country's best-known businesses is turning into a highly charged political issue for prime minister Mr Brian Mulroney's government.

Mr Jean Corbett, the transport minister, blithely insisted earlier this week that Ottawa would not interfere in the negotiations. But whatever deal is struck will need to be approved by regulatory agencies, and the government is likely to end up taking much of the credit or blame for its consequences.

The government nudged PWA into Air Canada's embrace last month when it refused to provide the financial backing which the Calgary company claimed that it

needed to consummate the deal with American Airlines, or to continue flying on its own. The requests ranged from lower fuel taxes, a perennial complaint of Canadian carriers, to loan guarantees.

It has been obvious since the recession started that Air Canada and Canadian Airlines could not survive in their present form. Although both have valuable domestic and international routes, neither is big enough to compete against the emerging behemoths of world aviation.

Their costs, especially Air Canada's, are well above those of US airlines. Between the two of them, they lost over \$1.5bn in the 15 months to March 31

1992. PWA hoped to fly out of the clouds by forging an alliance with American Airlines. The US airline would have acquired a 25 per cent equity stake and, equally important, would have shared many of its facilities and funnelled Canadian passengers into its US routes.

Air Canada strenuously objected to its rival's strategy on the grounds that it would open the door of the domestic airline industry to a powerful, and unstoppable, US carrier.

The Montreal-based airline vowed to do everything possible to block the Canadian-American link, even though it was having talks with US Air of Pittsburgh. (US Air last month agreed to a far more

ambitious partnership with British Airways, which includes BA taking a 44 per cent shareholding.) Having failed to cement their proposed alliances with US carriers, both Air Canada and PWA are under the gun to cut a deal with each other. Canadian is losing an estimated \$800,000 a day; at Air Canada, the losses are piling up at \$1.8m a day.

"There's only so long you can continue sustaining this kind of loss," says Mr Jack Lawless, PWA's chief spokesman. Air Canada, which was privatised at C\$12 a share three years ago, was trading at C\$5 on the Toronto Stock Exchange this week. PWA's share price has sunk in less than a year from almost C\$7 to C\$2.60.

Analysts are advising investors to give both companies a wide berth for the time being. One reason is that the creation of Mapleleaf will almost certainly not mark the end of the restructuring of the Canadian airline industry.

Public opinion is expected to force the government to hold the new monopoly in check either by re-regulating the industry or encouraging the emergence of new competitors. The latter could include allowing foreigners to take a bigger stake than the current 25 per cent limit in smaller charter or regional airlines.

Airline experts are virtually unanimous that the new national carrier will prosper only by participating in either a North American or international partnership. It would be a rich irony if the new airline, born of Air Canada's and PWA's troubled deals with US carriers, finds itself falling into the lap of one of them.

By Karen Fossil in Oslo

ELKEM, the troubled Norwegian light metals producer, has reduced first-half pre-tax losses, before extraordinary items, to Nkr189m (\$32.4m), down from Nkr195m a year earlier.

It also announced the sale of its Elkem Elendrom property business, for Nkr225.5m cash to Gjølsten & Roekke Elendrom, an Oslo property developer.

Elkem said the disposal of the subsidiary with properties valued at Nkr400m would pro-

duce a net gain of Nkr50m in the third quarter.

The sale, together with the recent disposal of a 50 per cent stake in Elkem-Rockwood will reduce group debt of Nkr6.36bn by between Nkr500m and Nkr600m.

However, group first-half pre-tax losses increased to Nkr189m from Nkr161m. Elkem said that last year's figure included a Nkr179m gain from the disposal of Alcoa Nederland, in which it held 50 per cent.

Elkem, nevertheless,

reversed last year's first-half operating losses of Nkr41m to operating profits of Nkr30m.

Group sales dipped 2 per cent to Nkr3.818bn from Nkr3.897bn and operating costs were reduced by 4.5 per cent to Nkr3.590bn from Nkr3.747bn.

Elkem saw a big improvement in the second quarter, achieving operating profits of Nkr37m, a turnaround from losses of Nkr7m in the first quarter and losses of Nkr20m in last year's second quarter.

Kemper Corp has troubled second quarter

By Barbara Durr in Chicago

KEMPER Corporation, the large Chicago-based insurance and financial services group, continued to be battered by investment losses in property and junk bonds during the second quarter.

For the three months to June, it recorded net losses of \$10m, or 20 cents per share, compared with net profits of \$63.1m, or \$1.10 per share, a year earlier.

The results for the second quarter included after-tax investment losses of \$30.8m, or 63 cents per share, compared with after-tax investment gains of \$800,000, or 2 cents.

The company also took an after-tax charge of \$14.8m for provisions against losses on property.

Adding to the company's woes, Kemper Securities, its securities brokerage, had to take \$13.2m out of operating earnings for an after-tax increase in its legal reserves.

While Mr David Mathias, Kemper Corp's chairman, said margins in the group's life insurance business improved over the first quarter, life insurance recorded net losses of \$11.5m down from net profits of \$3.6m.

S&P downgrades debt rating of S-E Banken

By Robert Taylor in Stockholm

STANDARD & Poor's (S&P), the US credit rating agency, has downgraded the long-term debt of Skandinaviska-Enskilda Banken (S-E Banken), Sweden's leading private commercial bank, to A plus from AA minus. This is the second time in less than four months that S-E Banken's debt has been downgraded.

S&P said the decision reflected the continuing deterioration of S-E's asset quality, together with the increased pressure on earnings caused by

the rapid build-up of non-performing loans, especially in the sharply declining Swedish real estate sector.

The "large build-up of non-performing loans and renegotiated loans" meant "a more rapid decline of the bank's underlying core profitability than was anticipated". S&P also pointed out that the bank's "historically strong level of core earnings" had come "under considerable pressure" and this had reduced its ability to absorb higher credit losses.

S&P had placed the bank on credit watch on June 23.

CROSS BORDER M&A DEALS				
BIDDER/INVESTOR	TARGET	SECTOR	VALUE	COMMENT
Axa (France)	Sime Shield (Singapore)/ Sime East West (Malaysia)	Insurance	£17m	Axa increasing Asian investment
Playmates (Hong Kong)	Ideal Loists (France)	Toys	£15.7m	European push
Bain Clarkson (UK)	Cecar (France)	Insurance broking	£15.2m	Inchcape arm takes 25%
Simon Engineering (UK)	Unit of Utility Equipment (US)	Access equipment	£7.8m	Continues sector consolidation
Sanyo Electric (Japan)/ Mitsubishi (Japan)/ Daikin Refrigeration (China)	Dallan Sanyo Refrigeration (JV)	Air conditioning	£5.8m	55-5-40 split
Sto de Fabrication d'instruments de Mesure (France)	Sopelem (France/UK)	Electro-optics	£4.1m	Alvis sells its 34%
THK (Japan)	PQM Ball Screws (UK)	Machine tool components	£3.6m	Ireland's Silverlines selling
Corrival Partner (UK)	Fardis (France)	Furnishing fabrics	£2.76m	Strategic European expansion
Union des Assurances de Paris (France)	CAP (Chile)	Insurance	n/a	Part of cross shareholding deal
Siemens (Germany)/ International consortium	Unit of GTE (US)	Lighting	£275m	Non-core disposal

Source: FT Mergers & Acquisitions International

INTERNATIONAL CAPITAL MARKETS

INTERNATIONAL BONDS

Ecu dealers seek agreement on trading practices

THE DOOM and gloom which had descended on the Ecu bond market after weeks of price declines and evaporating liquidity, was partially lifted last week, as the market staged a 1 1/2 point recovery.

However, traders are still adjusting to a new environment, following Denmark's rejection of the Maastricht treaty on June 2, which signalled the loss of the Ecu bond market's status as a government bond market. The 44 marketmakers in Ecu bonds recognised by the International Securities Market Association are meeting tonight in an effort to find a consensus on trading practices.

Although market conditions have stabilised since marketmakers suspended trading for a day two weeks ago, the impressive liquidity once boasted by the Ecu bond market has not returned.

It is "clearly functioning as a market again", said Mr David Ovenden, Ecu product manager at J.P. Morgan, who chairs ISMA's Ecu sub-committee. "But we need to work out what [bid/offer] spreads to trade on in the next few months."

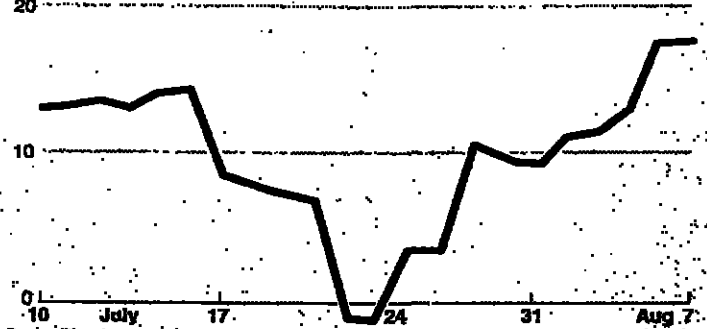
In the wake of the suspension of marketmaking, forced by chaotic selling, marketmakers widened the spread between bid (buy) and offer (sell) prices to 20 basis points for the most liquid issues. Last week, the spread was successfully cut to 10 basis points. However, some deals (by the European Investment Bank and Italy) were removed from the list of most liquid benchmarks and the 15 basis point spread set for the next tier of bonds was not adhered to systematically.

"We have to strike a balance between the aggressive risk-takers and those who would prefer to see wider spreads," Mr Ovenden said. "But we have to be mindful of the technical realities - that is, the underlying business flows," when setting spreads, he added. The fact is that in spite of the market's return from the brink, most analysts remain sceptical about the extent of buying by end-investors. Short positions in specific issues, or systematic support by sponsors of the market may account for at least part of the recovery, traders reckon. Indeed, many traders say that the former liquidity of the market - equal to some European government bond markets - was never justified by investor demand, but was artificially generated by the bullish stance of banks and securities houses, keen to establish a foothold in the European bond market of the future. Then, strategic motivation outweighed costs; now that the future of European monetary union is less than assured, banks' willingness to commit resources to the market is on the wane.

Marketmakers have decided to find out what proportion of trading volume is generated by inter-professional dealing, by monitoring figures provided by Trax, ISMA's trade-matching system. By comparing these figures with the volume recorded by Euroclear and Cede, the market's clearing houses, the ratio between investor-driven and inter-dealer business can be established. Many traders expect it will show the sector is still overbooked. Today's meeting could also herald

ECU yield spread

10 year OAT versus 30 year OAT (basis points)



the departure of at least a couple of firms from the throng of 44 marketmakers (Credit Suisse Luxembourg has already thrown in the towel). At least half the number of nominal marketmakers were not performing their intended function according to dealers, with accusations of "not picking up phones" still rife.

In spite of the decline in liquidity, the market is still more liquid than any other sector of the Eurobond market, including the Eurodollar bond market.

There are other positive signs. As the market rallied last week, the spread between Ecu bonds and the theoretical yield curve (based on the yields of the Ecu's component currencies) narrowed to about 15 basis points. Prior to the Danish referendum, Ecu bond yields were substantially lower than the theoretical yield curve, but during the panic selling of recent weeks, the

pick-up of Ecu bonds over the theoretical curve rose to 35 basis points. Long-dated Ecu bonds - 15-year, 30-year and 30-year bonds - which substantially underperformed the rest of the market on the way down, also picked up lost ground last week. Dealers said that very long-dated Ecu bonds had undoubtedly been oversold, amid speculation that some might not be repaid.

It is hard to fathom how strong support for the market is at current levels. (The 10-year OAT is yielding about 9.4 per cent, compared with 9.65 per cent a week ago.)

Last week's rally was generated by a more buoyant mood in other European markets. In particular, the agreement on wages in Italy and two French opinion polls predicting majority votes for Maastricht in the September referendum.

Neither piece of news marks a change of outlook for the Ecu mar-

ket. Any potential setback, such as a rate hike by the Bundesbank, could generate an exaggerated response in the Ecu market.

● The Matif has increased the daily price fluctuation limit on its Ecu bond futures contract from 150 basis points to 250 basis points, to take account of the market's increasing volatility. The exchange has increased the initial margin requirement from Ecu1,500 to Ecu3,000. The margin for a straddle, which consists of two opposite positions in the same futures contract with different delivery months, has been raised to Ecu6,000. These changes take effect on Wednesday.

● The London International Financial Futures and Options Exchange has decided not to change its Bund futures contract to include bonds issued by Germany's Treuhandanstalt or the European Recovery Programme, the government agencies charged with funding the regeneration of the former East Germany.

The Treuhand is due to make its debut in the bond market in the autumn, raising up to DM10bn. However, while the December and March contracts will not be altered, the Liffe board reserved the right to include the agencies' issues for the June 1993 contract.

Germany's Deutsche Terminbörse has announced that Treuhand bonds will be included under its rival Bund contract. Deliverability into the Liffe contract would have provided a further lift to demand.

Tracy Corrigan

Anthony Harris

Backing into a grim future



the prime minister have said three times (and it must be 30 times by now) is not true; and his obedient echoes in the more sluggish parts of the gilt and currency markets are equally misguided.

They are all living in the recent past; but it is not like the present, which resembles a maelstrom and more distant past. You don't believe it? Compare their key assertions against the facts.

On the strategy: the French strong-currency route is the only way. "And there is absolutely no reason why we cannot do the same," says Mr Lamont.

Fact: we are not following the French route at all. The franc was devalued several times after the policy change of 1983. In spite of this, it took nearly a decade of sub-normal growth in a world boom, topped off by a German inflation, to make the franc half-credible; and French unemployment is still rising.

We are trying to repeat the experiment with no devaluation, no boom, and no hope. There is every reason why we cannot follow the French route, even if it might have been the right one 10 years ago.

On the alternatives: a devaluation would raise inflation (this assertion is simply built into the model which has got everything else wrong), and so have no effect.

Again, it sounds half plausible if you are insular enough; but it is wrong. Devaluing in a depressed economy does not have this effect.

The French devaluations did not raise inflation, nor did the massive US devaluation since 1986, or the 10 per cent high devaluation of that year. Nor, for that matter, did the much larger British devaluation after the 1981 Budget. And after all of them, even within the ERM, interest rates soon resumed a falling trend.

About the objective: fast reliable growth requires low inflation. Look at Japan, for example.

Well, look at Japan. Through its most dynamic period, inflation averaged more than 7 per cent a year. But this did not undermine competitiveness, for the prices of traded goods made in Japan did not rise at all. The inflation was an internal adjustment to a productivity explosion in manufacturing. This is a path Britain actually could follow, thanks to the genuine Thatcher productivity revolution. But not if the economy remains in slump.

On the constraints: all the alternatives are ruled out, because the markets would never permit them. I hear similar nonsense from arrogant young puppets in the gilt market every day; and US bond dealers used to make similar threats about funding the \$400bn US deficit. They are all guilty of closed-market thinking. Nowadays we work in a world capital market, in which a few billion more or less on British government borrowing is barely noticeable. And we have indexed gilts. Crowding out in the London market, if it ever existed (the term "buyers' market" is much more accurate), it ended a decade ago.

And worst of all, what they don't say: that at some stage, and it could be a matter of weeks rather than months, the markets will wake up before the government does, conclude that the present policy will break down any way, and plunge us into a sterling crisis that really could close most of the sensible options.

This scenario is beginning to appear in some of the more thoughtful brokers' circulars (especially the more monetarist ones). Is anyone in the Treasury even thinking about the pre-emptive action which could be needed if this threatens to become the majority view?

If not, they should be thinking about the past; not the dead days of the 1970s, but the last financial slump in the 1930s. The path Mr Major is trading is not that of President Mitterrand, but that of the pre-war Labour government, which wrecked the party for three Parliaments; or that of the equally anti-inflationary Chancellor Bruning of the Weimar republic, which wrecked German democracy. If policies must be borrowed from the past, choose the relevant past.

1992 M.P. No. 2069

IN THE SUPREME COURT OF HONG KONG
HIGH COURT
MISCELLANEOUS PROCEEDINGSIN THE MATTER OF BANK OF CREDIT AND COMMERCE
HONG KONG LIMITED (IN LIQUIDATION)

and

IN THE MATTER OF THE COMPANIES ORDINANCE
(Chapter 32)

NOTICE IS HEREBY GIVEN that, by an Order dated the 15th day of July 1992 made in the above matters, the Court has directed a Meeting to be convened of the Scheme Creditors (as that expression is defined in the Scheme of Arrangement hereinafter mentioned but, essentially applying to every unsecured creditor whose net aggregate claim against Bank of Credit and Commerce Hong Kong Limited (in Liquidation) ("the Company") exceeds HK\$100,000 for the purpose of considering and, if thought fit, approving (with or without modification) a Scheme of Arrangement proposed to be made between the Company and the Scheme Creditors and that such Meeting will be held at Queen Elizabeth Stadium, 18 Oi Kwan Road, Hong Kong, on Tuesday the 1st day of September 1992 at 10 a.m. at which place and time all Scheme Creditors are requested to attend.

A copy of a printed composite document containing the said Scheme of Arrangement and the Explanatory Statement required to be furnished pursuant to section 186A of the above-mentioned Ordinance, together with a form of proxy can be obtained by any person entitled to attend the said Meeting by mail upon written application to the Special Managers of the Company at the registered office of the Company situate at 4th Floor, Stanhope House, 738 King's Road, Quarry Bay, Hong Kong.

The Scheme Creditors may vote in person at the said Meeting or they may appoint another person, whether a Scheme Creditor or not, as their proxy to attend and vote in their stead.

In the case of joint holders of a claim against the Company the vote of the senior who tenders a vote, whether in person or by proxy, will be accepted to the exclusion of the vote(s) of the other joint holder(s), and for this purpose seniority will be determined by the order in which the names stand in the most recent records of the Company relating to such claim.

It is requested that forms appointing proxies be lodged or sent so as to arrive at the registered office of the Company at 4th Floor, Stanhope House, 738 King's Road, Quarry Bay, Hong Kong not later than 48 hours before the time appointed for the said Meeting, but if forms are not so lodged they may be handed to the Chairman at the Meeting.

By the said Order the Court has appointed NICHOLAS PETER ETCHES or, failing him, GABRIEL CHI KOK TAM or, failing him, the Acting Official Receiver to act as Chairman of the said Meeting and has directed the Chairman to report the result thereof to the Court.

The said Scheme of Arrangement will be subject to the subsequent approval of the Court.

Dated the 6th day of August, 1992

JOHNSON STOKES & MASTER
18th Floor, Prince's Building,
10 Charter Road,
Central, Hong Kong.
Solicitors for the Official Receiver and Liquidator
of Bank of Credit and Commerce Hong Kong Limited

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Notice to the Warrantholders of
HANKYU CORPORATION
(the "Company")

Bearer Warrants to subscribe for shares of common stock of the Company (the "Shares") issued with:
U.S. \$250,000,000
6 1/2 per cent Bonds 1998

"Adjustment of Subscription Price"

Notice is hereby given that the Company has resolved at the meeting of the Board of Directors held on 22nd July, 1992 to split the Shares (the "Stock Split") owned by the shareholders appearing on the register of shareholders of the Company as at 12:00 hours on 20th September, 1992 (last time) at the rate of one post-split share (1.00 Shares) to one (1) Share held by them; provided, however, that the fractions of a full Share occurring upon such Stock Split shall be sold as a whole and the proceeds of the sale shall be distributed to the shareholders entitled thereto in proportion to their fractional interests, and as a result of such Stock Split the Subscription Prices for the captioned Warrants shall be adjusted as follows:

Subscription Price before adjustment: Yen 641 per Share
Subscription Price after adjustment: Yen 610.50 per Share

HANKYU CORPORATION
8-6, Kakuda-cho,
Kita-ku, Osaka, Japan
By: TEE SANWA BANK, LIMITED
as Principal Paying Agent

Dated: 10th August, 1992

THIS NEWSPAPER AND YOU

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THE M&G ISLAND GOLD FUND
(FORMERLY THE GOLD EXEMPT FUND)

Notice is hereby given that Scheme Particulars in respect of The M&G Island Gold Fund (formerly The Gold Exempt Fund) have been published in revised form on 10th August 1992. Copies are available free of charge from the Manager, M&G (Guernsey) Limited, PO Box 44, The Grange, St Peter Port, Guernsey, Channel Islands.

By Order of the Manager
M&G (Guernsey) Limited
Dated 10th August 1992.
Neither the Manager nor Kleinwort Benson (Guernsey) Limited ("the Trustee") are authorised under the United Kingdom Financial Services Act 1986. The investor protection provided by the United Kingdom regulatory system does not apply to the Fund. However, both the Manager and the Trustee are authorised by the Guernsey Financial Services Commission, providing similar protection for investors. Whilst investors' rights will not be protected by the United Kingdom Investors Compensation Scheme they are covered to the extent applicable by the Collective Investment Schemes (Compensation of Investors) Rules 1988 as issued by the Guernsey Financial Services Commission. The contents of this notice have however, been approved by M&G Financial Services Limited, Three Quays, Tower Hill, London EC3R 6BQ, England (a member of IMRO).

This advertisement is published in accordance with the requirements of the London Stock Exchange. It does not constitute an invitation to the public to subscribe for or to purchase any securities of Yorkshire - Tyne Tees Television Holdings plc ("the Company").

YORKSHIRE - TYNE TEES TELEVISION
HOLDINGS plc

(Incorporated with limited liability in England and Wales
Registration No. 1542206)

Issue of up to
9,889,390 Warrants, exercisable into
the Company's Ordinary Shares of 25p each

Application has been made to the London Stock Exchange for the above Warrants of the Company to be admitted to the Official List. Listing Particulars containing details of the above Warrants are available in the Companies Fiche Service of the London Stock Exchange and copies may be obtained during normal business hours on any week day (Saturdays and public holidays excepted) up to and including 12th August, 1992, for collection only from the Company Announcements Office of the London Stock Exchange, London Stock Exchange Tower, Old Broad Street, London, EC2, and up to and including 24th August, 1992, from Linklaters & Paines, Barrington House, 59-67 Gresham Street, London, EC2V 7JA.

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CANADA

Sales	Stock	High	Low	Close	Chng	Sales	Stock	High	Low	Close	Chng	Sales	Stock	High	Low	Close	Chng	Sales	Stock	High	Low	Close	Chng
TORONTO																							
4:00 pm prices August 7																							
Oatmeal in cents unless marked \$																							
21200 Cornl Sys	52 1/2	30	29 1/2	29 1/2	-	100 Laurent Sh	517	17	17	17	-	6200 ShawCan A	59 1/2	48 1/2	48 1/2	48 1/2	-	32000 ScotPaper	517	17	17	17	-
500 Cassel/Dor	55 1/2	10	10	10	-	2000 Laurent Sh	517	17	17	17	-	72000 Scotia Hse	517	17	17	17	-	135000 Suppam Co	517	17	17	17	-
20000 Corel A	116	116	116	116	-	12000 Laurent Sh	517	17	17	17	-	12000 Scotia Hse	517	17	17	17	-	12000 Suppam Co	517	17	17	17	-
500 Dorian A	29	29	29	29	-	32000 Loblaw	518 1/2	18 1/2	18 1/2	18 1/2	-	12000 ShawCan A	59 1/2	48 1/2	48 1/2	48 1/2	-	12000 Suppam Co	517	17	17	17	-
82200 Dorian	513	12 1/2	12 1/2	12 1/2	+	32000 Macdonald	56 1/2	12 1/2	12 1/2	12 1/2	-	12000 ShawCan A	59 1/2	48 1/2	48 1/2	48 1/2	-	12000 Suppam Co	517	17	17	17	-
20000 Dominion	50 1/2	48 1/2	48 1/2	48 1/2	-	32000 Macdonald	56 1/2	12 1/2	12 1/2	12 1/2	-	12000 ShawCan A	59 1/2	48 1/2	48 1/2	48 1/2	-	12000 Suppam Co	517	17	17	17	-
32000 Dorian	517	12 1/2	12 1/2	12 1/2	-	64000 Magna Int	523 1/2	24 1/2	24 1/2	24 1/2	-	62000 Sht. Syst	59 1/2	48 1/2	48 1/2	48 1/2	-	12000 Suppam Co	517	17	17	17	-
32000 Dorian	517	12 1/2	12 1/2	12 1/2	-	5000 Maj Li Fds	519 1/2	15 1/2	15 1/2	15 1/2	-	62000 Sht. Syst	59 1/2	48 1/2	48 1/2	48 1/2	-	12000 Suppam Co	517	17	17	17	-
32000 Dorian	517	12 1/2	12 1/2	12 1/2	-	3000 Mart TAT	521	20 1/2	20 1/2	20 1/2	-	62000 Sht. Syst	59 1/2	48 1/2	48 1/2	48 1/2	-	12000 Suppam Co	517	17	17	17	-
32000 Dorian	517	12 1/2	12 1/2	12 1/2	-	17000 Mart TAT	521	20 1/2	20 1/2	20 1/2	-	62000 Sht. Syst	59 1/2	48 1/2	48 1/2	48 1/2	-	12000 Suppam Co	517	17	17	17	-
32000 Dorian	517	12 1/2	12 1/2	12 1/2	-	2300 M&S Hse	518 1/2	15 1/2	15 1/2	15 1/2	-	62000 Sht. Syst	59 1/2	48 1/2	48 1/2	48 1/2	-	12000 Suppam Co	517	17	17	17	-
32000 Dorian	517	12 1/2	12 1/2	12 1/2	-	20400 Metall Min	514	13 1/2	13 1/2	13 1/2	+	62000 Sht. Syst	59 1/2	48 1/2	48 1/2	48 1/2	-	12000 Suppam Co	517	17	17	17	-
32000 Dorian	517	12 1/2	12 1/2	12 1/2	-	100 Minerva	516 1/2	15 1/2	15 1/2	15 1/2	+	62000 Sht. Syst	59 1/2	48 1/2	48 1/2	48 1/2	-	12000 Suppam Co	517	17	17	17	-
32000 Dorian	517	12 1/2	12 1/2	12 1/2	-	21000 Metall Corp	528	223	223	223	+	62000 Sht. Syst	59 1/2	48 1/2	48 1/2	48 1/2	-	12000 Suppam Co	517	17	17	17	-
32000 Dorian	517	12 1/2	12 1/2	12 1/2	-	12000 Molten A	520 1/2	30 1/2	30 1/2	30 1/2	+	62000 Sht. Syst	59 1/2	48 1/2	48 1/2	48 1/2	-	12000 Suppam Co	517	17	17	17	-
32000 Dorian	517	12 1/2	12 1/2	12 1/2	-	14000 Moore Corp	521 1/2	21 1/2	21 1/2	21 1/2	+	62000 Sht. Syst	59 1/2	48 1/2	48 1/2	48 1/2	-	12000 Suppam Co	517	17	17	17	-
32000 Dorian	517	12 1/2	12 1/2	12 1/2	-	20000 Mulachon	7	7	7	7	-	62000 Sht. Syst	59 1/2	48 1/2	48 1/2	48 1/2	-	12000 Suppam Co	517	17	17	17	-
32000 Dorian	517	12 1/2	12 1/2	12 1/2	-	67300 New Int A	59 1/2	8 1/2	8 1/2	8 1/2	-	62000 Sht. Syst	59 1/2	48 1/2	48 1/2	48 1/2	-	12000 Suppam Co	517	17	17	17	-
32000 Dorian	517	12 1/2	12 1/2	12 1/2	-	3800 Noranda/R	57 1/2	7 1/2	7 1/2	7 1/2	-	62000 Sht. Syst	59 1/2	48 1/2	48 1/2	48 1/2	-	12000 Suppam Co	517	17	17	17	-
32000 Dorian	517	12 1/2	12 1/2	12 1/2	-	7400 Noranda/R	57 1/2	7 1/2	7 1/2	7 1/2	-	62000 Sht. Syst	59 1/2	48 1/2	48 1/2	48 1/2	-	12000 Suppam Co	517	17	17	17	-
32000 Dorian	517	12 1/2	12 1/2	12 1/2	-	7400 Noranda/R	57 1/2	7 1/2	7 1/2	7 1/2	-	62000 Sht. Syst	59 1/2	48 1/2	48 1/2	48 1/2	-	12000 Suppam Co	517	17	17	17	-
32000 Dorian	517	12 1/2	12 1/2	12 1/2	-	2000 Noranda/R	57 1/2	7 1/2	7 1/2	7 1/2	-	62000 Sht. Syst	59 1/2	48 1/2	48 1/2	48 1/2	-	12000 Suppam Co	517	17	17	17	-
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32000 Dorian	517	12 1/2	12 1/2	12 1/2	-	2000 Noranda/R	57 1/2	7 1/2	7 1/2	7 1/2	-	62000 Sht. Syst	59 1/2	48 1/2	48 1/2	48 1/2	-	12000 Suppam Co	517	17	17	17	-
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4.00 pm prices August

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AUTHORISED
UNIT TRUSTS

Table listing various unit trusts and their managers, including details on assets and performance.

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Table listing various unit trusts and their managers, including details on assets and performance.

Guide to pricing of Authorised Unit Trusts

Compiled with the assistance of Lauro 85

INITIAL CHARGE: Charge made on sale of units. Unit charges include marketing and administrative costs. This charge is included in the price of units.

OFFER PRICE: Also called net asset value. The price of units is the net asset value of the fund divided by the number of units in issue.

BID PRICE: Also called redemption price. The price of units is the net asset value of the fund divided by the number of units in issue.

CANCELLATION PRICE: The price of units is the net asset value of the fund divided by the number of units in issue.

TIME: The time taken to process a redemption request is usually 10 working days.

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UNIT TRUSTS (UK)									
Unit Trust	Manager	Investment Objective	Assets Under Management (£m)	Units in Issue (m)	Unit Price (£)	NAV (£)	Yield (%)	Volatility (%)	Rating
Fidelity Funds									
Fidelity European Growth	Fidelity Investments	European Growth	1,200	1,200	1.20	1.20	5.0	15.0	4
Fidelity European Income	Fidelity Investments	European Income	800	800	0.80	0.80	4.0	10.0	3
Guernsey (Regulated)									
Guernsey European Growth	Guernsey Investments	European Growth	1,000	1,000	1.00	1.00	5.0	15.0	4
Guernsey European Income	Guernsey Investments	European Income	700	700	0.70	0.70	4.0	10.0	3
Offshore Insurances									
Offshore Insurance Co Ltd	Offshore Insurance Co Ltd	Offshore Insurance	1,500	1,500	1.50	1.50	5.0	15.0	4
Offshore Insurance Co Ltd	Offshore Insurance Co Ltd	Offshore Insurance	1,500	1,500	1.50	1.50	5.0	15.0	4
Management Services									
Management Services Ltd	Management Services Ltd	Management Services	1,000	1,000	1.00	1.00	5.0	15.0	4
Management Services Ltd	Management Services Ltd	Management Services	1,000	1,000	1.00	1.00	5.0	15.0	4
Offshore and Overseas									
Offshore and Overseas Ltd	Offshore and Overseas Ltd	Offshore and Overseas	1,000	1,000	1.00	1.00	5.0	15.0	4
Offshore and Overseas Ltd	Offshore and Overseas Ltd	Offshore and Overseas	1,000	1,000	1.00	1.00	5.0	15.0	4
Bermuda (Regulated)									
Bermuda European Growth	Bermuda Investments	European Growth	1,000	1,000	1.00	1.00	5.0	15.0	4
Bermuda European Income	Bermuda Investments	European Income	700	700	0.70	0.70	4.0	10.0	3
Isle of Man (Regulated)									
Isle of Man European Growth	Isle of Man Investments	European Growth	1,000	1,000	1.00	1.00	5.0	15.0	4
Isle of Man European Income	Isle of Man Investments	European Income	700	700	0.70	0.70	4.0	10.0	3

FT Share Service

The following changes have been made to the FT Share information Service:

Additions: Vega (Seedco; Electronics); Conna-Cyclical Inc.; Andromeda; and Zero Day Pty. Ashurst's Tynital Australia (Australia); and Optima (UK) Financial Services (France) and Orlac and Optima (UK) Financial Services (UK).

Deletions: Australasia (Africa); Delectation; Ashhurst's Tynital (Australia); and Orlac and Optima (UK) Financial Services (UK).

Goodman Finance World Wide (Finance); WPP (UK); Citi Corp. (America); Lee & Enderburgh & Kops (UK). 2013 (Property) and South Airline Land (Africa).

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Continued on next page

MONDAY INTERVIEW

Premier Democrat on Wall St

Robert Rubin, co-chairman of Goldman, Sachs, speaks to Martin Dickson

The name Robert Rubin has suddenly become one to bandy about on the Washington dinner party circuit. Bob Rubin is co-chairman of Goldman, Sachs, one of America's leading investment banks, and he is that rare (though not unique) phenomenon on overwhelmingly Republican Wall Street - an industry leader who is also a lifelong supporter of the Democratic party.

His new-found celebrity beyond the canyons of lower Manhattan stems from the significant behind-the-scenes role he is playing in the election campaign of Mr Bill Clinton, the Democratic presidential nominee.

It was Mr Rubin, a New Yorker born and bred, who chaired a city committee which persuaded the (initially reluctant) Democratic party to stage its national convention in the Big Apple. The same committee then worked to insure that last month's convention took place in a suitably upbeat civic atmosphere. Given New York's volatile nature, it could have been a disaster. In the event, it was a triumphal affirmation of the power of planning, positive thinking and good luck.

Mr Rubin has a continuing role in the Clinton campaign. He is one of a handful of academics and financiers advising Mr Clinton's staff on economic policy issues and preparing the nominee for the autumn's important face-to-face debates with President George Bush.

All this means that Mr Rubin, who pinned his colours to the Clinton mast long before the presidential primaries began, is being quietly tipped as a leading contender for Treasury secretary if the Democrats win in November.

He dismisses such title as "media discussion which is probably irrelevant to what ultimately happens". But even in his present capacity he would have some influence on the financial policies of a Democratic administration.

Mr Rubin is 53, but looks much younger, a neat fit with the youthful Clinton-Gore image. He has a manner both more cerebral and informal than often found on Wall Street. Lean, quietly spoken and with a rather sad-eyed look, he inhabits a modest office notable mainly for its untidy clutter of papers.

When Mr Rubin was recently in hospital having a back operation, his wife Judith, an adviser to New York Mayor David Dinkins on protocol matters, took charge of his office and cleaned it up. Mr Rubin jokes that he was "not exactly wild" about the change.

So why is he a Democrat? He cites two main factors, one of the heart and one of the head. The first is his family background. His father was a successful and socially concerned New York lawyer, while a grandfather was a Democratic leader in the city's Brooklyn borough, back in the days when local politicians wielded immense powers of patronage.

"When I was a kid," he recalls, "my mother used to tell me these stories about him - how the mayor would come over and they would all meet in the basement and decide who the judges were."

The second factor is his set of political beliefs. He describes himself as "very pragmatic" on most economic policy issues, while on social affairs he tends to be a centrist. "But I'm a lot more comfortable trying to work out a compromise position between two people who are more liberal than I am than between two people who are more conservative."

But how does he square the fact that Wall Street lives and breathes by the interplay of free and transparent markets, while the Democrats have traditionally been seen as the party of intervention and regulation?

Mr Rubin is not sure he would accept this description of the Democrats, maintaining that President Jimmy Carter initiated airline deregulation and talked of "resetting" all regulations, though he did not act on this. Wall Street's self-interest, he adds, lies in having policies which will lay the foundations for long-term US economic success.

This is what he sees as the central electoral issue in a country which "has been very self-confident for a long time, but is now a country with a lot of doubt and anxiety".

All the polls show there is a broad-based perception among the American people that this country has serious, long-term structural issues which, if not faced, are going to result in our continuing to have unsatisfactory economic performance. I think the campaign is about who is going to best recognise and address those issues.



The US is a country with a lot of doubt and anxiety

- a huge investment in the nation's human and infrastructural capital while gradually reducing the federal budget deficit. Scenarios say the investments cannot be achieved without increasing the deficit, or raising taxes on the middle class, or both.

He acknowledges that people can argue with the numbers, but adds that "as long as you have a trend down (in the deficit) and you're also engaged in a lot of other constructive programmes, I think you're going

ing help and advice to young people, and Goldman is prominent in the movement. Mr Rubin says that, apart from the obvious benefits of the scheme, "it also gives our people a sense of life beyond Wall Street, which I think is a very, very healthy thing".

By any measure Goldman has for years been one of Wall Street's most successful investment banks. So what makes Goldman tick?

He thought that the most important factor was a strong corporate culture which laid a heavy emphasis on teamwork and eschewed personal aggrandisement. He says this matter-of-factly, without boy-scoutish airs, and many analysts say it reflects a truth about the firm, the last big Wall Street house to remain a private partnership.

Goldman's teamwork even extends to its unique practice of having two chairmen for the group. Mr Rubin shares the job with Mr Stephen Friedman (a Republican, incidentally) and says it is an "extraordinary source of strength. If a co-chairmanship works, one plus one equals far more than two."

It works in Goldman's case, he explains, because the two men have both been with the partnership for about 25 years and share similar views on policy matters. "Neither of us," he adds, "has an ego structure that is invested in the notion of being a chief executive officer."

There are a fair number on Wall Street, jealous of Goldman's success, who would enjoy seeing it fall on its face. These are the people who quietly delighted last year in its embarrassment over its share trading connections with the late Mr Robert Maxwell - a subject Mr Rubin declines to address for legal reasons.

Linked to these feelings is the widespread belief that most large securities houses with a long run of success are likely

to succumb eventually to the sin of hubris - the pride that comes before a tragic fall. Salomon Brothers, smashed last year in a bond trading scandal, is just the latest example.

So how does Goldman guard against such tendencies? Mr Rubin quotes his co-chairman, Mr Friedman, who once remarked that "ego was the seminal sin of the 80s" on Wall Street. That, says Mr Rubin, is "one hell of a good phrase".

He says Goldman will always be prone to individual problems - because that is the nature of a large organisation. But the firm's culture is designed to discourage "people who feel too full of themselves". The message from top is that "when you start to believe in your own infallibility is when you really are in big trouble".

It is a message that might also serve the Clinton campaign well in the run-up to November as it reflects on its remarkable lead in the polls.

The David Owen of US politics



MICHAEL PROWSE on America

In a cheeky editorial, The Economist recently drew a parallel between Mr Bill Clinton, the Democratic presidential candidate, and Mr Neil Kinnock, the former opposition leader in the UK. Mr Kinnock led a new-look Labour party to resounding defeat in the British general election despite having enjoyed a consistent lead in the opinion polls. The Economist suggested the same fate might await Mr Clinton and his exuberant Democratic supporters.

Scepticism about Mr Clinton's chances is advisable, despite his warm welcome in America's farm belt last week. President George Bush, a gritty fighter, is beginning to make combative speeches and will be lifted next week by the Republican party convention in Houston.

The analogy between the US Democrats and Labour, however, seems rather far-fetched. A better way to understand the choice facing Americans would be to imagine that the Conservatives had not dumped Margaret Thatcher and that the opposition parties had united under an articulate, personable leader such as Lord (formerly Dr David) Owen.

Britain, as in the US today, would then have faced a choice between an old, tired leader who could not escape responsibility for economic and social ills, and a younger, more caring opponent whose commitment to market principles was not in doubt. If you think Dr Owen, at the helm of a merged Labour and Liberal Democratic party, could have won that contest, you should take Mr Clinton seriously.

The Republicans will try to discredit Mr Clinton by depicting him as an old-fashioned "liberal" (that is, left-wing) Democrat. Yet everybody knows he has been badgering his party to adopt more conservative policies for years. Broadly speaking, he favours the Germanic "social market" policies that Dr Owen and friends espoused in Britain in the early 1980s. (Mr Clinton even cites Germany in speeches on topics such as edu-

cation and training.) His remarkable climb in the highly unreliable opinion polls is fuelled by pessimism about the economy. The marginal decline in unemployment last month will do little or nothing to restore faith in Mr Bush's economic stewardship, which some regard as the worst since Herbert Hoover's disastrous pre-war presidency.

Mr Clinton also profits from Mr Bush's legendary difficulties with the English language. A master of rhetoric such as Gladstone was able to make a virtue out of social inaction; when Mr Bush tries to explain his urban or welfare policies, his contorted syntax merely prompts speculation that he suffers from aphasia.

At the Democratic convention in New York, Mr Clinton appeared to achieve a breakthrough on several levels. Like former president Ronald Reagan, he successfully projected himself as a product of small-town America. By talking not of his education at Yale and Oxford but rather of his grandfather's shop in Hope, Arkansas, his widowed mother and his upbringing in a home without an indoor toilet, he has made plausible his claim to understand the hopes and aspirations of the "forgotten" mass of middle and working class families. By contrast, Mr Bush, a product of New England prep schools, remains aloof and out of touch.

Equally important, Mr Clinton has begun the task of articulating an economic and social philosophy that seems both broader and more relevant to America's modern needs than Mr Bush's. Mr Clin-

ton has no quarrel with free enterprise, market forces or low taxes. Along with European social democrats, he merely believes these good things should be part of a more ambitious compact between government and the people.

The first item in his proposed "New Covenant" is improved incentives for enterprise. But he then moves on to tackle problems largely unaddressed in the past 12 years. Why, he asks, is America the only advanced nation without universally guaranteed health care? Why does the US provide virtually no skills training for non-college bound youngsters? Why has it allowed urban problems to fester to the point where cities such as Los Angeles explode in anger? In his stump speeches, Mr Clinton outlines his solutions and ends with a simple plea: give us a chance to show we can do better than the Republicans.

Mr Bush's challenge is to convince Americans not to give Mr Clinton that chance. In the unlikely event that Mr Bush sticks to his promise to fight the election on policy rather than character issues, he faces a tricky task. His own record is poor while Mr Clinton's social market philosophy has an appeal. As yet, Mr Clinton's argument is gaining ground on the US because they are investing more effectively in their people. His emphasis on long-term structural reforms to raise the quality of America's workforce - its "human capital" - represents a new and exciting departure for the US where economic debate has usually had a shorter-term focus.

The right message for the times, sadly, is no guarantee of victory - as British social democrats can confirm. A united Democratic party led by Mr Clinton ought to have a better chance of unseating Mr Bush than Britain's disunited opposition had of toppling Mr John Major. However, with Mr Bush's offensive yet to begin, the Clinton lead could still evaporate like morning mist.

PERSONAL FILE

1938 Born in New York City. Educated at Harvard, London School of Economics and Yale Law School.

1964 Attorney in New York with Cleary, Gottlieb, Steen & Hamilton.

1965 Joins Goldman, Sachs.

1987 Appointed vice-chairman and co-chief operating officer.

1990 Appointed co-chairman.

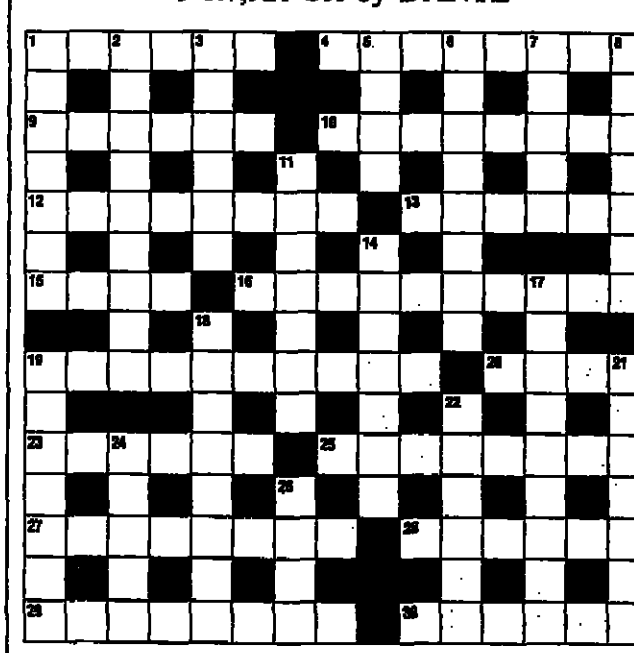
1992 Chairman, New York Host Committee for the 1992 Democratic convention.

Lloyd's List of Shopping Movements says go no Further than the Leadenhall Market Shop Momo, Where you can bag no mere grouse cock or hen, But a far rarer bird called a Pelikan pen. Without any requirement for stealth, And even before the Glorious Twelfth.

Jotter Pad

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- ACROSS
- Concern for bird (6)
 - Wild Etruscan horseman (8)
 - Rough? That's odd (5)
 - Incentive to romp in a bed? (8)
 - Confine Brown without leave to military HQ (9)
 - Cease to be a consumer (6)
 - Health food council (4)
 - City copy published in France (6,5)
 - Systematic though brief in examination (10)
 - Dry fresh air before break of day (4)
 - The vicar's address (5)
 - Can't have venison without a bottle of wine (8)
 - Tax or cheat (8)
 - Following inflation it offers comfort to the holiday-maker (8,3)
 - Contentant unfortunately slain in sudden attack (8)
 - Finish behind the fullback to protect the goal (5)
- DOWN
- Made a choice and flopped down (7)
 - Container for spread (8,4)
 - No traffic is met in such a street (3,3)
 - Cheese that's badly made (4)
 - Don't be in a hurry to use a (8)
 - The kind of crust found only on the best pies? (5)
 - This owl doesn't give a hoot (7)
 - Kind of people who follow the herd (7)
 - Keep changing dialect (7)
 - Vessel in race around island - taking the record (8)
 - Enormous leakage in fuel (8)
 - Art master's pet dog (7)
 - Hooted at performance, after free admission (7)
 - Stick around at home like a dog (8)
 - Mature, or just mature over one point (5)
 - Disputes in banks (4)

The solution to last Saturday's prize puzzle will be published with names of winners on Saturday August 22.

Cloud over the legal system

The lurid life and times of Ms Jani Allan, as portrayed at the Royal Courts of Justice during her unsuccessful libel action against Channel 4, may have been a piece of pure theatre, thanks in part to some colourful jury advocacy from fashionable Queen's Counsel. The case undoubtedly titillated the public palate, if the tabloid coverage is anything to go by. However, it possessed little of legal or public interest, as opposed to its interest to the newspaper reading public.

The case will slip into the record books purely as a rare contemporary success by the media defending their right to inform the public of the private antics of public figures. Yet, even though the case provides welcome relief to the media, which has been wallowing consistently at being mulcted with every award of heavy damages for libel, it has done nothing to dispel the pervading cloud of costly libel litigation.

Reports that Miss Allan now faces a bill for legal costs of £300,000, whatever else, will not astonish the cognoscenti of the libel world. Those few cases of libel which survive the process of writ-serving and negotiations for settlements inevitably bring the high cost of legal assistance and representation.



JUSTINIAN

fees of the lawyers in the Jani Allan case appeared inordinately rapacious, there is not much prospect of cutting the costs of libel actions significantly.

In any event, should there be a cheaper service, both for those defamed and for those who publish defamatory matter, in pursuing and resisting legal action? Is this form of legal service really necessary at all?

moment the publicity turns nasty. In general terms, might it be that they should take the rough with the smooth, and desist from going to law on the one occasion?

If the damages awardable by juries were to be severely reduced by the factor of ongoing and otherwise favourable publicity, that might temper the temptation to sue. And if there is a genuine desire to restore publicly one's proper reputation, should not the Press Complaints Commission proclaim much more vigorously its availability to adjudicate on libel cases, with an obligation on the part of publishers to publish prominently any adverse rulings as an alternative to expensive litigation?

However, so long as society desires to compensate the defamed for loss of reputation - not easily measurable in money terms - there will remain the opportunity for juries to use the occasion for punishing the worst defamers, even if the juries are constrained by judicial pleas for moderation.

There are numerous examples of libel damages being awarded as a deterrent when a newspaper has behaved intentionally and inexcusably, abused its journalistic powers, distorted information or published material scandalously. In the past, courts have not curbed jury awards of exemplary damages, although there are some welcome signs of the courts putting a brake on jury awards.

The not so well-to-do and the poor are palpably discriminated against by the legal system. They simply cannot afford to do more than threaten proceedings, in the hope that a modest payment coupled with an apology may be forthcoming. The prospect of the day in court is daunting, to say the least. The absence of legal aid for libel actions is, on the face of it, socially unjust.

For 30 years successive committees, both official and unofficial, have urged the government to remedy the apparent unfairness. The Royal Commission on Legal Services, under the chairmanship of Lord Benson, was in 1979 the latest voice raised in support of applying legal aid to libel. Yet the Treasury has stoutly resisted all blandishments, for fear of burdening the public purse.

If there were methods for guaranteeing the grant of a legal aid certificate only to those cases in which the plaintiff was almost bound to succeed - something more than a reasonable cause of action - there would be less worry over the public expense. The legal aid fund would almost invariably be reimbursed out of recovered damages.

A limited form of legal aid in libel would redress the balance of unequal treatment among those defamed. It could also lead to a tighter control over the costs of those few cases that were fully litigated.

Louis Blom-Cooper QC

Prices for electricity determined for the purposes of the Electricity Act 1989, as amended, in England and Wales, for the period 1.8.92 to 31.7.93			
12 hour period	12 hour period	12 hour period	12 hour period
ending 1.8.92	ending 1.8.92	ending 1.8.92	ending 1.8.92
0000	16.84	16.84	21.14
0100	16.36	16.36	21.14
0200	17.12	17.12	20.70
0300	16.36	16.36	20.70
0400	17.12	17.12	20.70
0500	17.12	17.12	20.70
0600	17.12	17.12	20.70
0700	17.12	17.12	20.70
0800	17.12	17.12	20.70
0900	17.12	17.12	20.70
1000	17.12	17.12	20.70
1100	17.12	17.12	20.70
1200	17.12	17.12	20.70
1300	17.12	17.12	20.70
1400	17.12	17.12	20.70
1500	17.12	17.12	20.70
1600	17.12	17.12	20.70
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1800	17.12	17.12	20.70
1900	17.12	17.12	20.70
2000	17.12	17.12	20.70
2100	17.12	17.12	20.70
2200	17.12	17.12	20.70
2300	17.12	17.12	20.70
2400	17.12	17.12	20.70

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